



aramex

Investor Presentation

2024 Business Profile Update

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Appendix

A photograph of a large container yard. In the foreground, a red Aramex truck is parked, with a large orange container on its trailer. The container has the Aramex logo and the slogan "delivery unlimited" written on it. In the background, there are stacks of grey and white containers, and a crane is lifting a white container into the air. The sky is overcast with grey clouds.

aramex
delivery unlimited

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 is A Global Provider of Comprehensive Logistics and Transportation Solutions

16,000+

Employees



70

Countries

600+

Offices

USD 1.26bn

Revenues 9M 2024

USD 897M

Market Cap on 30 September 2024



International Express

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



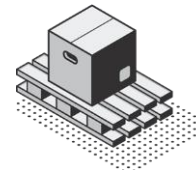
Freight Forwarding

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.



Purpose

Empower people to move the world

Our Vision

Deliver what our customers value most,
everywhere, on time, every time!

Our Mission

Connect people & businesses, reliably & responsibly

GLOBAL FOOTPRINT

NORTH AMERICA

United States of America
Canada

EU
Czech Republic
Ireland
Netherlands
United Kingdom

MENAT

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

SUB-SAHARAN AFRICA

Ghana
Kenya
Nigeria
Tanzania
Uganda
South Africa

GCC
Bahrain
Kuwait
Oman
Qatar
Saudi Arabia
United Arab Emirates

SOUTH ASIA

Bangladesh
India
Indonesia
Malaysia
Singapore
Sri Lanka
Thailand

NORTH ASIA

China
Hong Kong

OCEANIA

Australia
New Zealand

OUR EVOLUTION

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 & Logistics.

2022



Acquisition of MyUS in USA.

STRATEGIC SHAREHOLDERS



■ GEOPOST ■ ABU DHABI PORTS ■ FREE FLOAT

Shareholders	Percentage
GEOPOST SA	28.0000
ABU DHABI PORTS COMPANY	22.3225



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 Freight & 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.

INVESTMENT HIGHLIGHTS



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.

**Approximately 1% of global revenues are from Other activities*

BOARD 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

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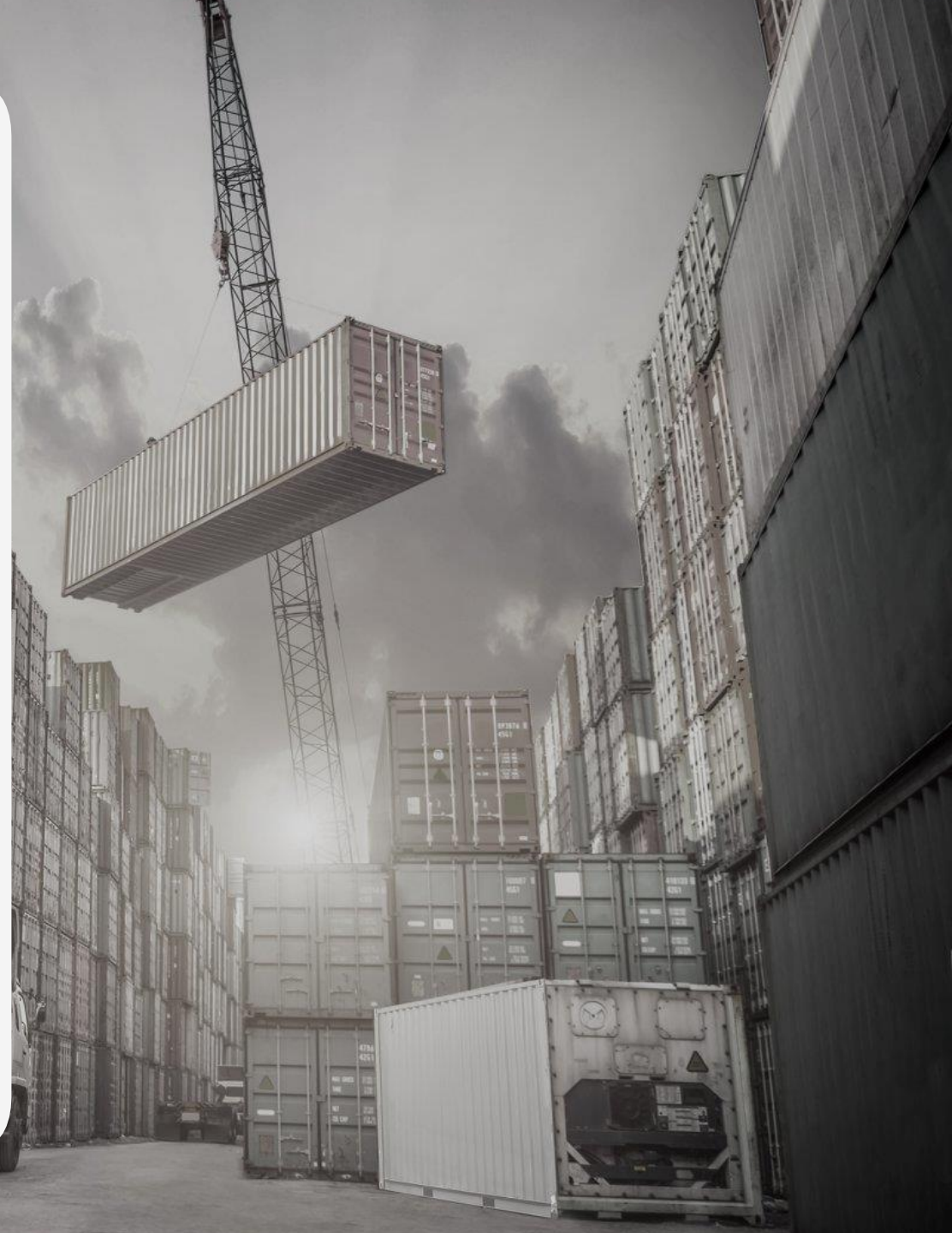
9M 2024 Financial Results

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Appendix



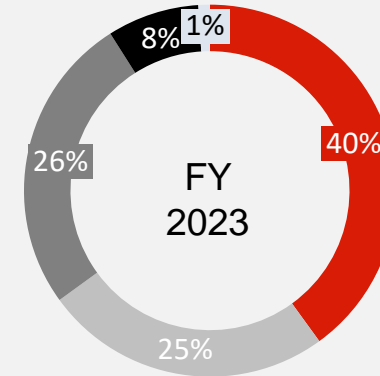
Aramex Revenue Drivers



The Aramex business today has a lower concentration risk, with balanced revenues across products, customers and geographies to protect the business against unexpected events.

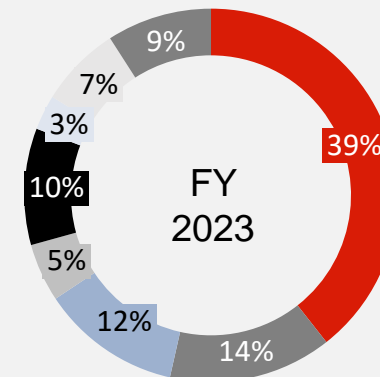


The international and domestic express products are driven by strong e-commerce fundamentals and GDP movements. Freight forwarding is exposed to industry rate fluctuations. Contract Logistics benefits from long term client contracts.



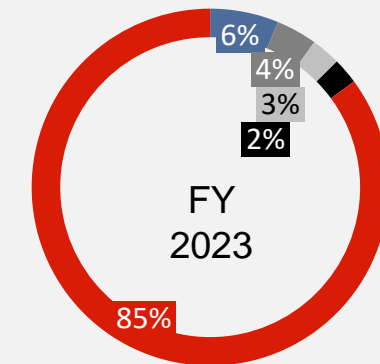
Revenue by product

- Express
- Domestic
- Freight Forwarding
- Logistics
- Other*



Revenue by region

- GCC
- America
- MENAT
- North Asia
- Europe
- South Asia
- SS Africa
- Oceania



Revenue by customer

- Number 1
- All other
- Number 2
- Number 3
- Number 4

Trade Lane Shifts

Growth of GCC and MENAT as ecommerce and trade hubs.

Yesterday

Dominance of US and Asia
especially across ecommerce
flows into the MENAT



Today

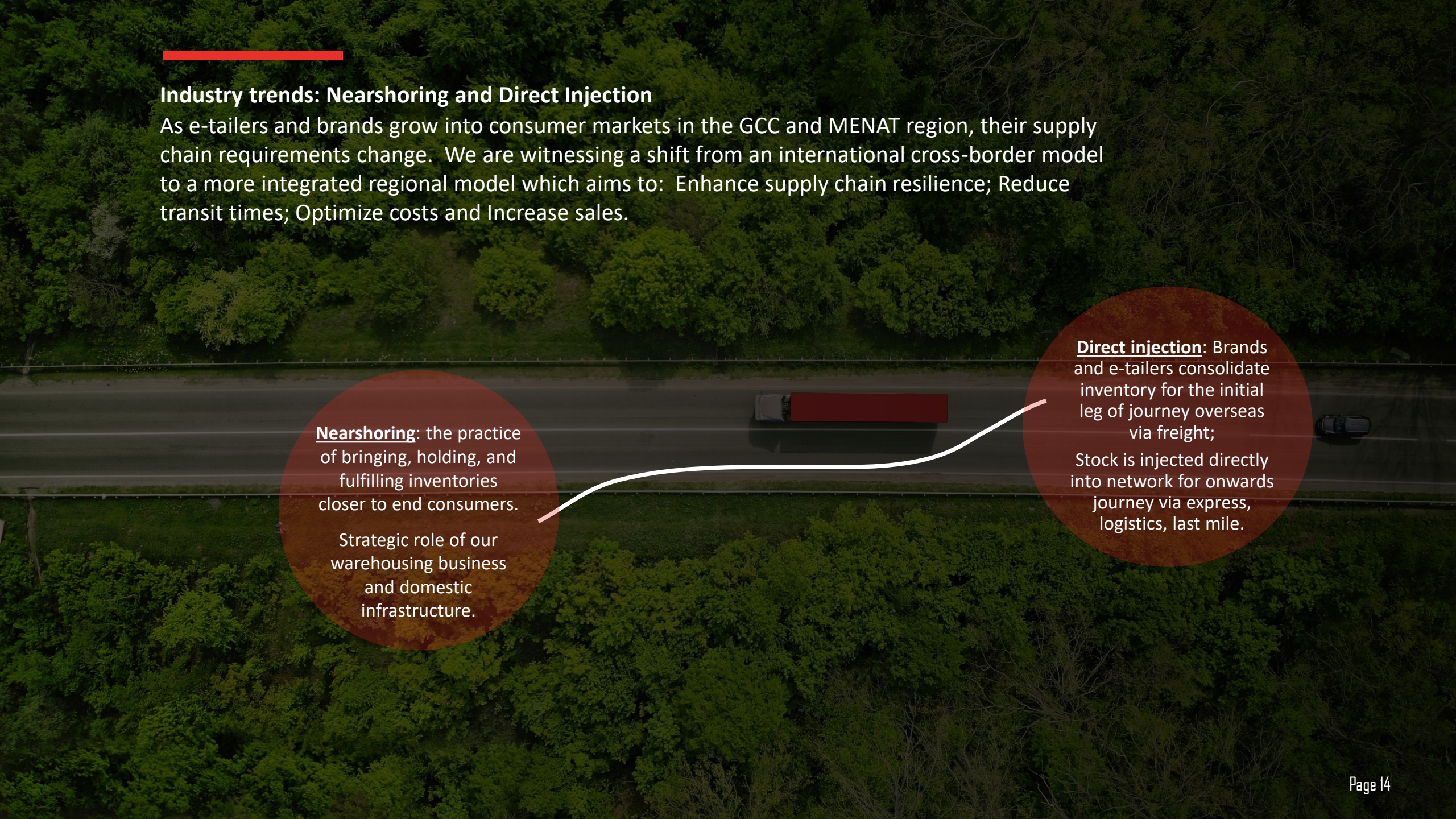
**Increasing influence of GCC
and other MENAT countries**
from a global economic and
political perspective



Tomorrow

Growth driven by an
expanding global reach
from **GCC and MENAT** as
well as servicing other
potential markets with a
focus on Africa





Industry trends: Nearshoring and Direct Injection

As e-tailers and brands grow into consumer markets in the GCC and MENAT region, their supply chain requirements change. We are witnessing a shift from an international cross-border model to a more integrated regional model which aims to: Enhance supply chain resilience; Reduce transit times; Optimize costs and Increase sales.

Nearshoring: the practice of bringing, holding, and fulfilling inventories closer to end consumers.

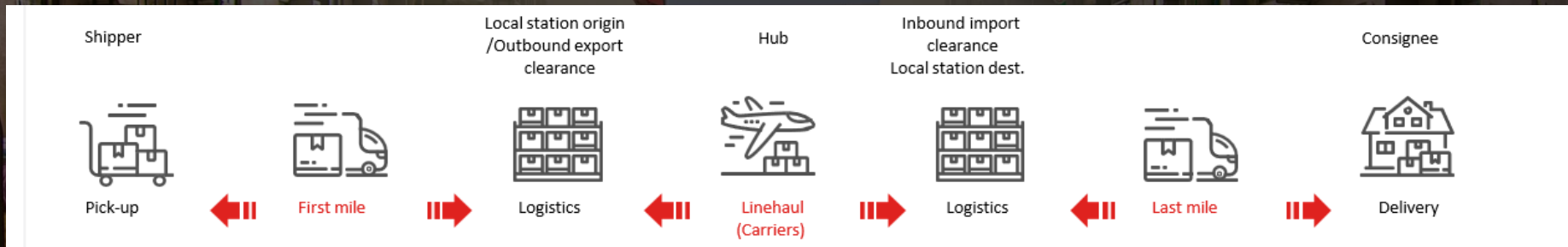
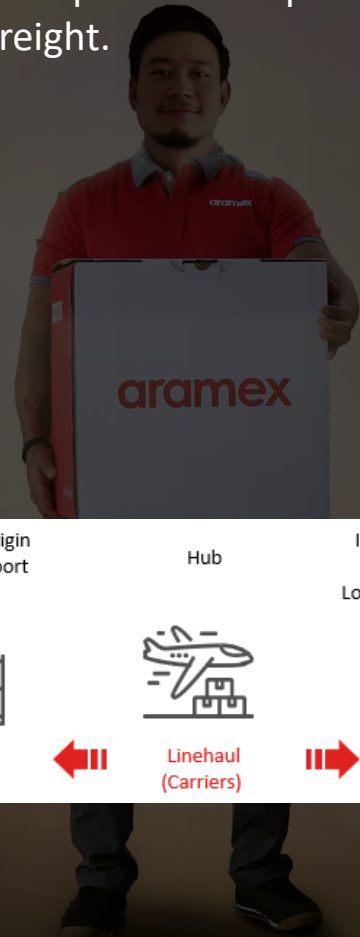
Strategic role of our warehousing business and domestic infrastructure.

Direct injection: Brands and e-tailers consolidate inventory for the initial leg of journey overseas via freight;

Stock is injected directly into network for onwards journey via express, logistics, last mile.

Shipment lifecycle

These industry changes have redefined the way goods are being moved, stored, and fulfilled. We respond to these changes by providing a customizable and flexible end to end transportation solution across our products: express (international + domestic), contract logistics and freight.



Product & Vertical Specialisation

We are investing in capabilities and sales specialism per product, to drive vertical specialization in high growth sectors. We have unified KPIs, with clear sales and profitability targets for each of our four products.



International Express



Domestic Express



Logistics and warehousing



Freight Forwarding



E-commerce



Business to Business (B2B)



Small & medium sized enterprises (SMEs)



Dangerous goods / temperature-controlled shipments (e.g. Beauty)



E-commerce (incl. omnichannel)



Energy



Healthcare & Pharmaceuticals



Retail



How we will win



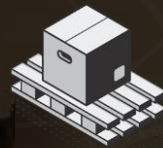
International Express

- Focus on intra regional cross border in GCC and MENAT, as well as key international trade into our home markets
- Increase the focus on direct customers, SMEs, and B2B business as well as high margin verticals.
- Grow new products such as premium services for international express.
- Further expansion of MyUs and SnS business which comes at attractive margins.



Domestic Express

- Market share play in core markets
- Continue investing in automation and technology for operational efficiency, while leveraging existing infrastructure.
- Turnaround strategy in Oceania
- High competition in home markets, leading to a commoditized last mile business, while entry of new players leads to further price erosion.
- Infrastructure, technology and operational excellence underpinned by sustainable operations are key competitive differentiators.



Logistics and warehousing

- Logistics will grow in line with warehouse utilization and sqm expansion, currently at approximately 800,000 across owned, leased and managed.
- Focus on quality revenue and specialism in strategic verticals such as retail, industrials, pharma across our core markets.
- Leverage logistics strategically, by continuing to offer customers an integrated solution that covers the full supply chain elements.



Freight Forwarding

- Global rates in shipping and freight forwarding continue to fluctuate significantly, hence our focus on product profitability.
- Opportunity for growth in a highly fragmented market. Focus sales efforts on key global trade lanes into the GCC, MENAT and Africa and our strategic verticals.
- Deep specialization in strategic verticals (energy, retail and pharma) from a sales and operational perspective.



Commercial excellence



B2B & B2C balance



Sustainability excellence



Customer centricity



Technology



Talent



aramex

2024 Financial priorities



Approximately 9% Revenue growth in 2024.



Stable Group GP Margin and SG&A structure, unlocking further value in bottom line.



Debt repayment of USD \$43 million in 2024.



Capex run rate at 2% of revenues.
Approximately 27% ETR.



Delivering good: ESG performance FY 2023



Engaged workforce

- 80% participation in Pulse Employee Survey
- 98% return to work rate after maternity leave
- Active Learning & Development program, with internal and external courses

Sustainable operations

- Commitment to Carbon Neutrality by 2030 and Net Zero by 2050
- Industry leading ESG scores: 55/100 S&P ESG score (87th percentile of the industry group) and Low Risk Rating by Sustainalytics

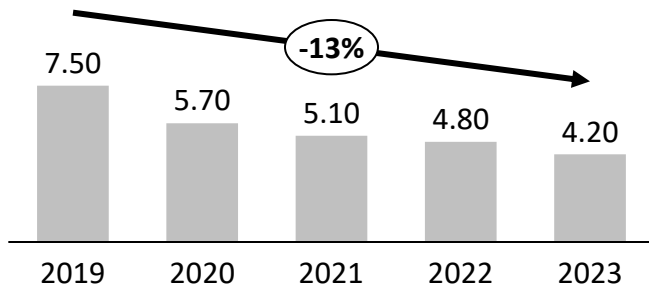
Good governance

- 93% employee compliance to Code of Conduct training
- Independent Board, and diverse across gender, industry, functional experience and nationality

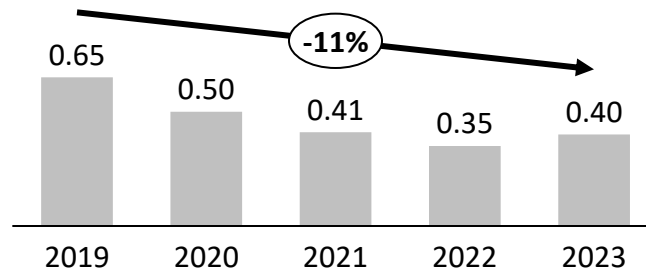
As a logistics and shipping company, we have an impact on the environment around us. Therefore, we proactively take steps to measure, manage, and mitigate this impact, while also investing in solutions, awareness building, and knowhow.

Five-year trend

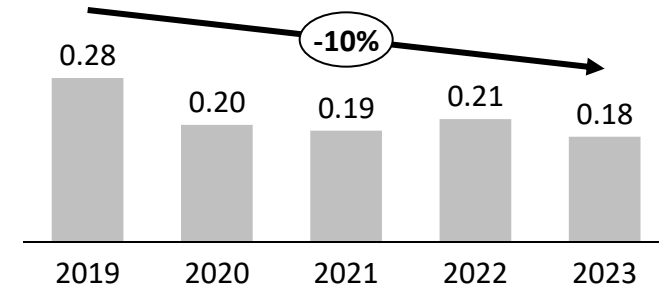
■ Carbon Emmissions in KG per shipment



■ Electricity kWh per shipment

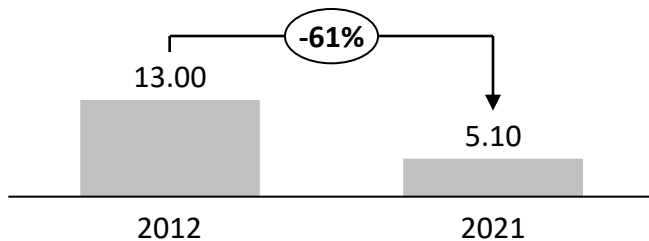


■ Fuel Liter per shipment

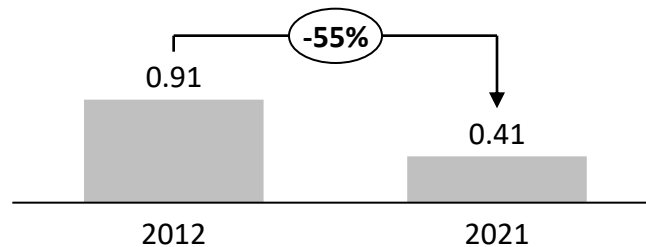


2021 vs. base year 2012

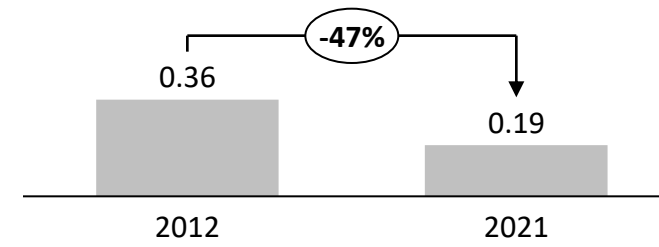
■ Carbon Emmissions in KG per shipment



■ Electricity Kwh per shipment



■ Fuel Liter per shipment





Scope 1

Sustainable Fleet and Operations



- > Convert fleet to Low Emission and Electric vehicles
- > Last mile efficiency initiatives to reduce emissions across operations, such as micro distribution centers, Pick and drop network to optimize branch to route timing and route optimization
- > Future Vehicle program and innovative delivery solutions

Progress in 2023:

- 12% increase in courier efficiency as measured by courier average tasks per day in 2023 vs 2022
- Introduced 20 Electric Vehicles and 10 Electric motorbikes in several markets
- Introduced multi-cabin electric Bots for zone specific deliveries in GCC

Scope 2

Solar Installations- Renewable Energy



- > Upgrade and install new solar farms to capitalize on renewable energy
- > Purchase electricity from renewable energy providers where available
- > We currently have five solar energy systems installed in Dubai and in Jordan, covering 60% of total energy consumption of the facilities in Dubai, and 80% in Jordan.

Progress in 2023:

- Two new solar installations in Egypt commissioned in 2023 and two projects commissioned early 2024 in Ireland

Energy Efficiency



- > Upgrade and installation of energy efficient lighting in previous buildings
- > Conduct regular maintenance of chillers to ensure optimal efficiency
- > Regulate temperature for heating and ventilation
- > Conduct energy audits in high consumption premises and certifications in all stations
- > Ensure procurement requirement and alignment to ensure new contracts cover energy efficiency and green sourcing where available and feasible

Progress in 2023:

- 6 locations LEED certified
- 47 locations ISO 14001 certified

Scope 3

Supply Chain Optimization and Other Initiatives



- > Enhance efficiency of supply chain across operations
- > Introduce bio diesel for our land freight operations out of the UAE, offering customers green services
- > Explore hydrogen operated vehicles with different suppliers

Progress in 2023:

- Upgraded 73 trucks to Euro v emission standard estimated to cut down emissions by 13% in comparison to previous models
- Converted 65 trailers from 13m to 15m resulting in cutting down the emissions of these trips by 9%
- Engaged with airlines to explore opportunities to reduce negative environmental impact

Product Aspirations

Focus Areas

Geographical Footprint



Vertical Capabilities



Solutions Development



Operational Efficiency



Tech Optimization





- The largest automation system in the Aramex network featuring cutting edge technology
- Can handle 13,500 parcels per hour
- Can sort up to the route level with 350 couriers
- Includes 7 feeding lanes at 2 induction zones

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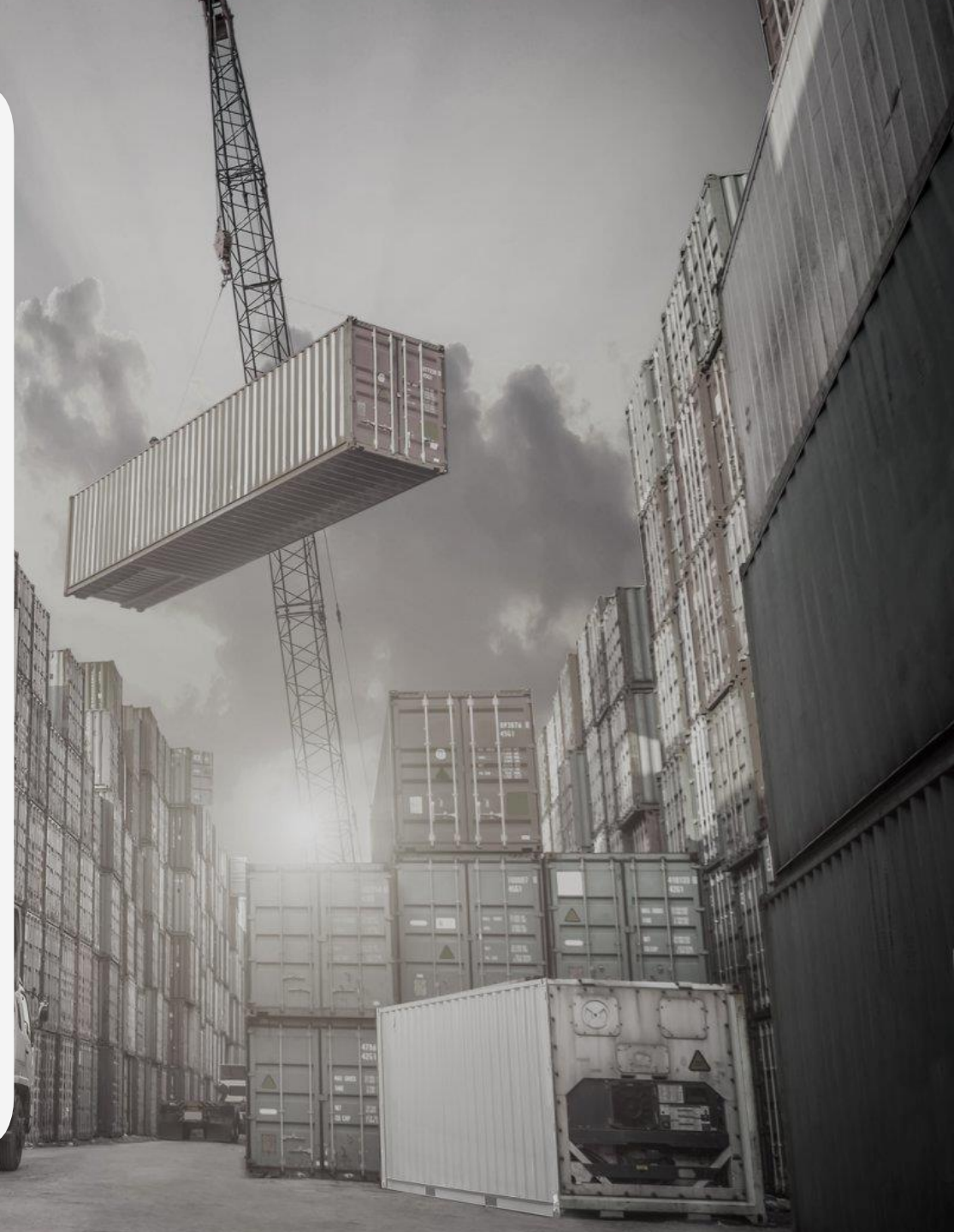
Q3 & 9M 2024 Financial Results

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Appendix



Turnaround story: Focus on Improving Value Creation

9M 2024 Update

+11%
yoy

**Revenue
Growth**

10.2%
-10bps
yoy

**EBITDA
Margin**

5.0%
+20bps
yoy

ROIC

2.1x
-0.3x
yoy

**Net Debt to
EBITDA** (incl.
IFRS16)

\$14m
-61%
yoy

FCF

Aramex Delivers Strong Q3 2024 Results with Double-Digit Revenue Growth Across All Product Lines



USD 434 mn
Revenue
(▲ 18% YoY)

USD 102 mn | 23%
Gross Profit and Margin
(▲ 11% YoY | ▼ 1.4pps)

USD 19 mn | 4%
EBIT and Margin
(▲ 52% YoY | ▲ 1.0 pps)

USD 7 mn | 2%
Net Profit and Margin
(▲ 177% YoY | ▲ 1.0 pps)

Segmental Breakdown



International Express

153 USD mn
Revenue | ▲ 10%
32%
GPM | ▼ 4 pps



Domestic Express

122 USD mn
Revenue | ▲ 27%
24%
GPM | ▲ 4 pps



Freight Forwarding

122 USD mn
Revenue | ▲ 22%
12%
GPM | ▼ 4 pps



Logistics and Supply Chain Solutions

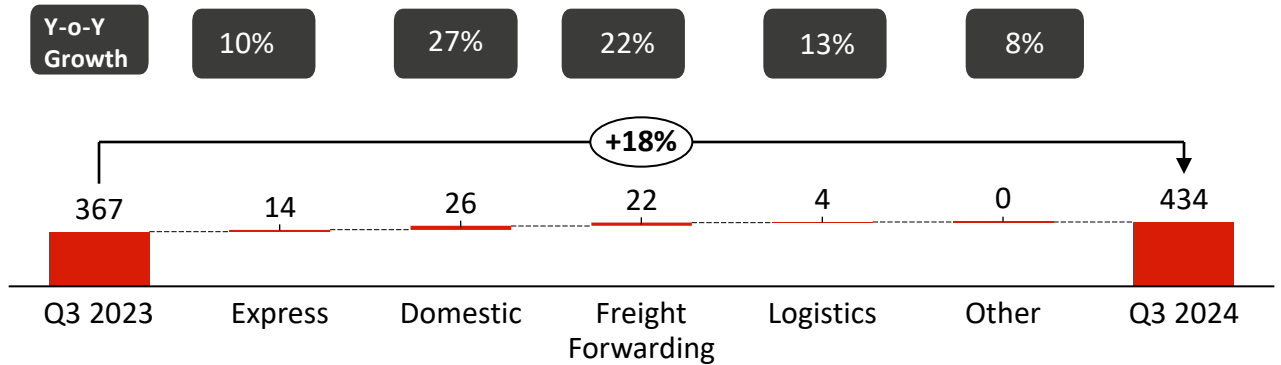
32 USD mn
Revenue | ▲ 13%
17%
GPM | ▲ 6pps

Period Highlights

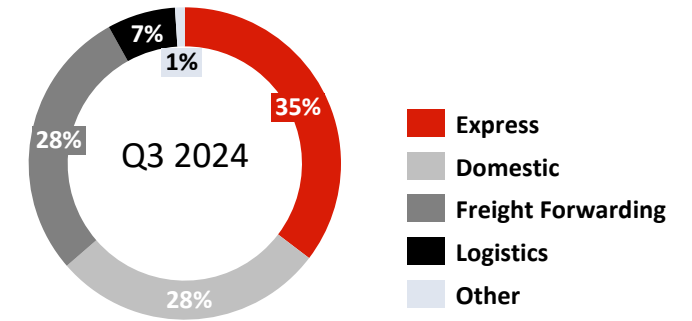
- **Gaining Market Share** – International Express volumes expanded 34% YoY, supported by strong demand for premium services and cross-border e-commerce. Domestic Express volumes expanded 18% YoY, reflecting strong consumer activity across home markets. Freight Forwarding saw solid gains, particularly in air and land freight, as businesses leveraged Aramex’s reliable network for seamless trade. Logistics onboarded new customers won this year into its warehouses and is operating close to full capacity.
- **Double-Digit Revenue Growth all around** – Aramex Group posted an 18% YoY revenue growth in Q3 2024, reaching USD 434mn. All products contributed: International express grows 10%; Domestic express grows 27%; Freight Forwarding grows 22% and Logistics and warehousing grows 13%.
- **Group Profitability** - In Q3 2024, Aramex's gross profit rose 11% YoY to USD 102 million, with net profit reaching USD 7 million. Domestic Express and Logistics improved profitability and margins; International Express margin profile is adjusting based on the new profile of business coming in; Freight Forwarding profitability is under pressure in a challenging operating environment for the industry.
- **Inventories are held closer to consumers** – E-tailers and brands are nearshoring activities and bringing inventories closer to demand centers and to end consumers in our home markets. Our agile, end-to-end service offering across four key products enables Aramex to provide customized solutions to our customers and follow them on their growth journey. Our GCC revenues grew 21% YoY and MENAT revenues grew 33% YoY, reaffirming Aramex's stronghold in its home markets.
- **Balance Sheet** – Aramex continues to be well-positioned with a strong cash position of USD 122m and a Net Debt-to-EBITDA ratio of 2.1x (incl. IFRS16) as of 30 September 2024.
- **Full-Year Outlook** – Aramex remains on track to achieve approximately 9% revenue growth and maintain a 24%-25% gross profit margin for FY 2024, driven by sustained demand and operational improvements.

Q3 2024 vs Q3 2023 (in USD million)

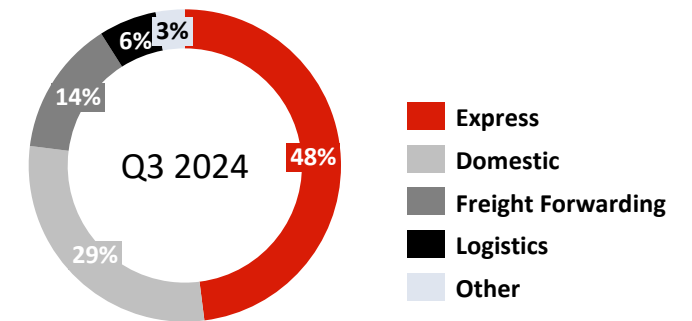
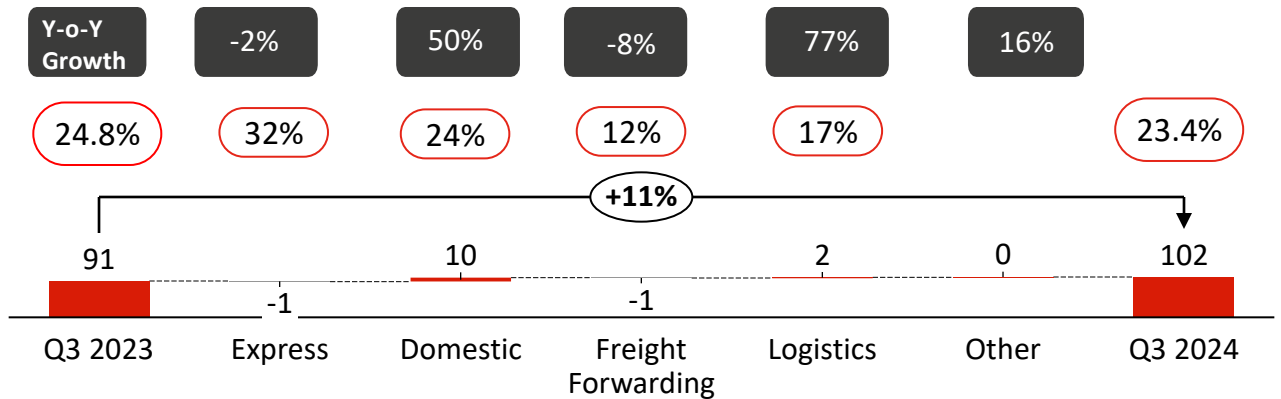
REVENUE



Contribution to Group (in % of total)



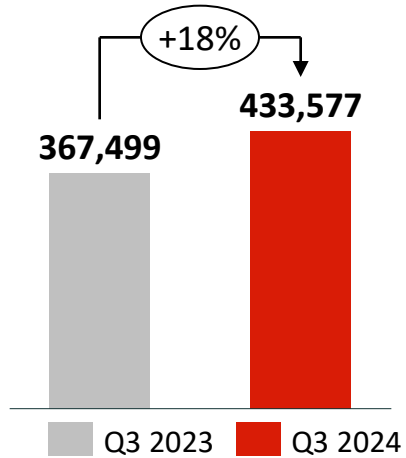
GROSS PROFIT



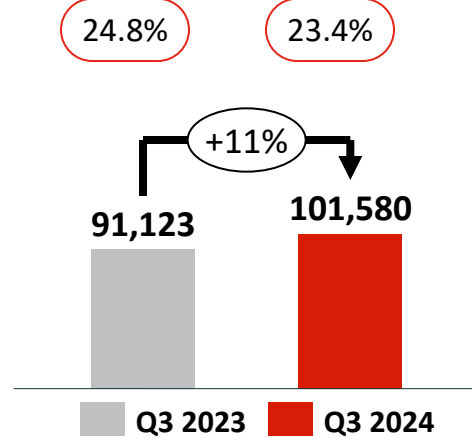
X% Represents Margin in % of Revenue

Financial & Performance Highlights | Group Highlights Q3 2024

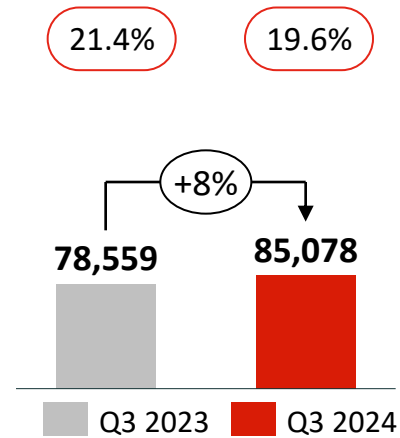
Revenue (USD 000)



Gross Profit (USD 000)



SG&A (USD 000)



- Aramex saw solid revenue contribution from all products with Group Revenue growing 18% year on year (YoY) in Q3 2024 attributed to volume growth and the company's increased focus on sales specialism.

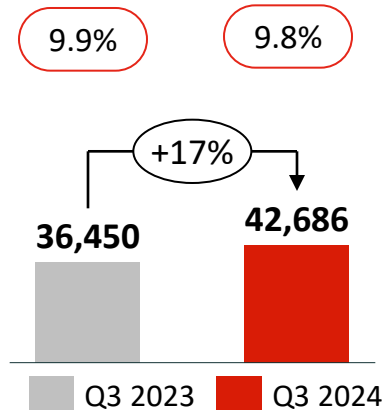
- Direct costs were effectively managed, leading to a healthy growth of 11% YoY in GP to USD 102 million in Q3 2024. The pressure on margins in international express and freight forwarding led to a contraction in the Group GP margin to 23.4% in Q3 2024 compared to 24.8% GP Margin last year.

- Selling expenses increased 16% YoY in line with the company's strategy to focus on sales specialism. G&A expenses were effectively managed growing 5% YoY and delivering a stable SG&A-to-revenue ratio of 20%, in line with Q2 2024 and an improvement over Q3 2023.

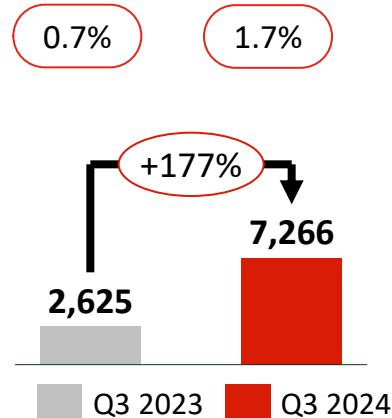
- Consequently, EBITDA expanded to USD 43 million, and the margin was stable at 10%.

- The recovery story continues, with net profit margin increasing by 100 basis points.

EBITDA (USD 000)



Net Profit (USD 000)



(X%) Represents Margin in % of Revenue

Regions (in thousands USD)

GCC		
Rev Ctrb to Group		41%
Rev & Grth	177,200	21%
GP & Grth	41,014	17%
Volumes	11,815,467	26%

MENAT		
Rev Ctrb to Group		14%
Rev & Grth	60,546	33%
GP & Grth	16,065	40%
Volumes	5,708,947	20%

Europe		
Rev Ctrb to Group		10%
Rev & Grth	42,873	(2%)
GP & Grth	4,883	(22%)
Volumes	1,069,877	14%

America		
Rev Ctrb to Group		8%
Rev & Grth	35,829	(7%)
GP & Grth	8,408	(19%)
Volumes	1,337,463	8%

SS Africa		
Rev Ctrb to Group		5%
Rev & Grth	21,556	11%
GP & Grth	7,694	4%
Volumes	1,343,085	(5%)

North Asia		
Rev Ctrb to Group		2%
Rev & Grth	9,713	(3%)
GP & Grth	1,983	(21%)
Volumes	241,612	12%

South Asia		
Rev Ctrb to Group		7%
Rev & Grth	28,646	4%
GP & Grth	4,445	(20%)
Volumes	1,034,373	(6)%

Oceania		
Rev Ctrb to Group		13%
Rev & Grth	55,927	59%
GP & Grth	10,557	91%
Volumes	12,832,933	24%

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

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

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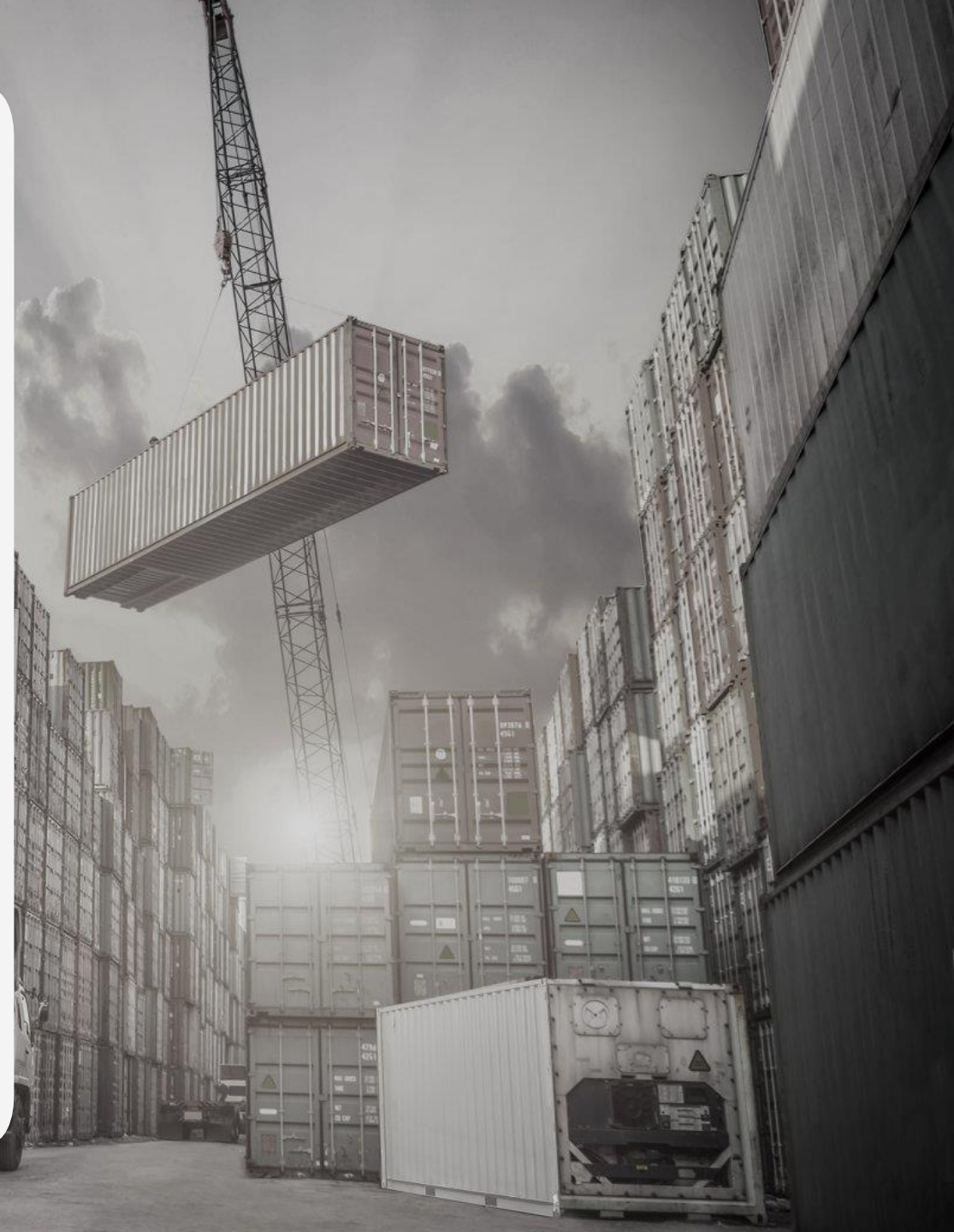
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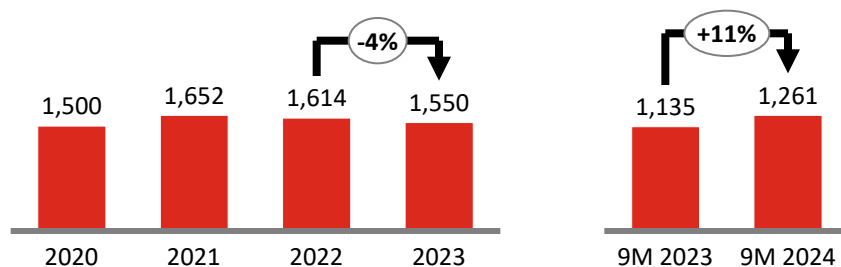
Appendix



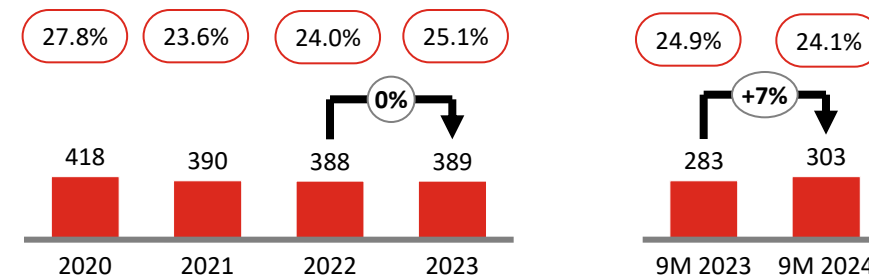
FINANCIAL ASSESSMENT

Group P&L, 5-year overview, 2020-2024 [USD m]

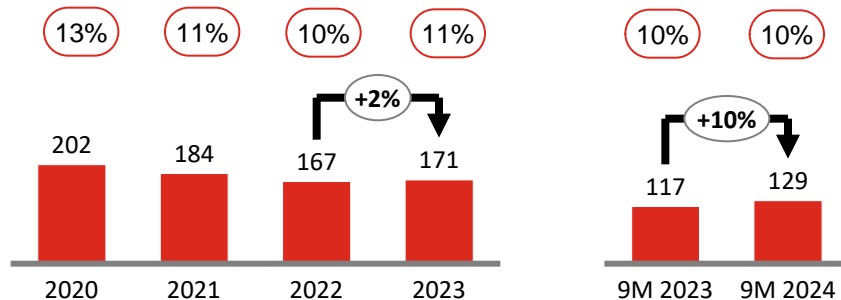
Revenue



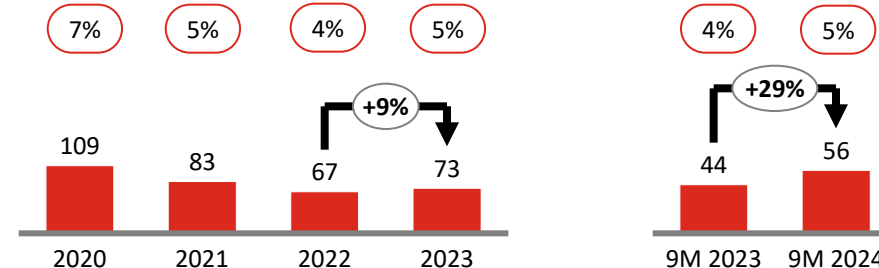
Gross profit



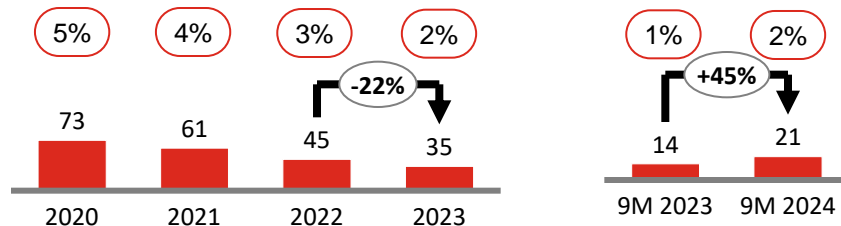
EBITDA



EBIT

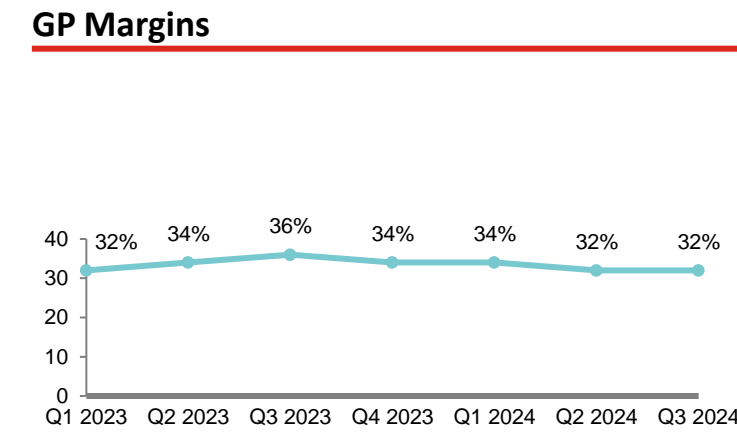
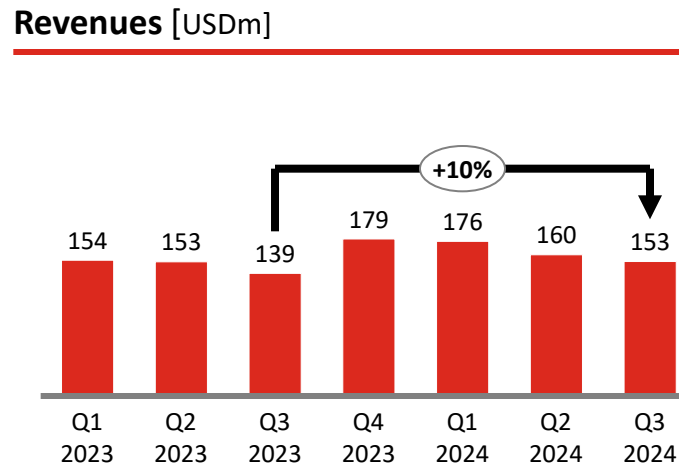
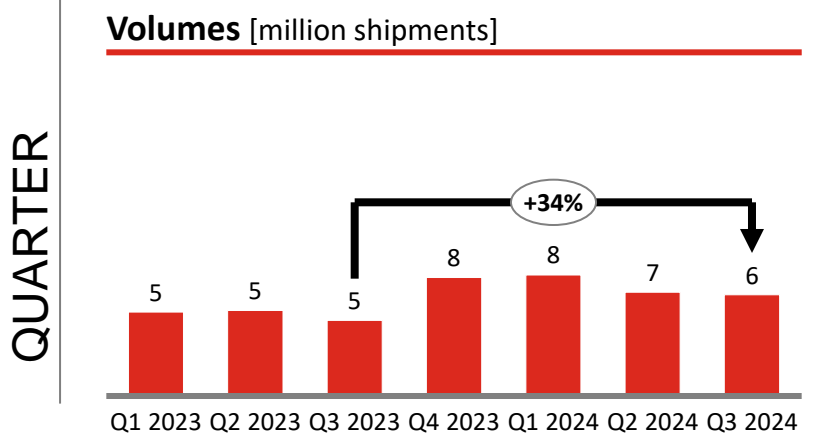
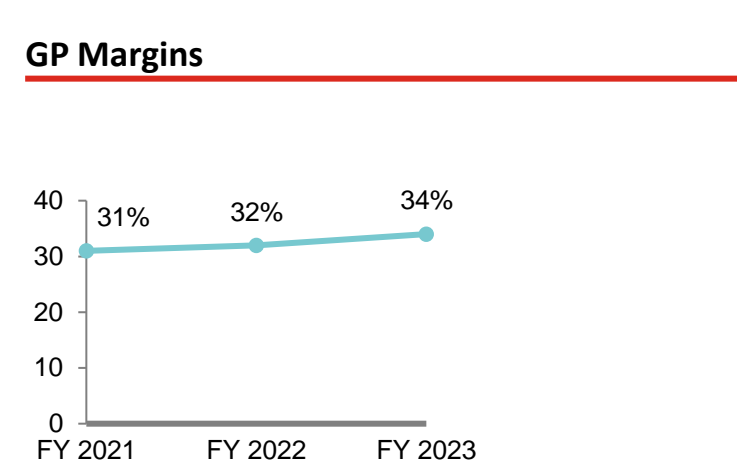
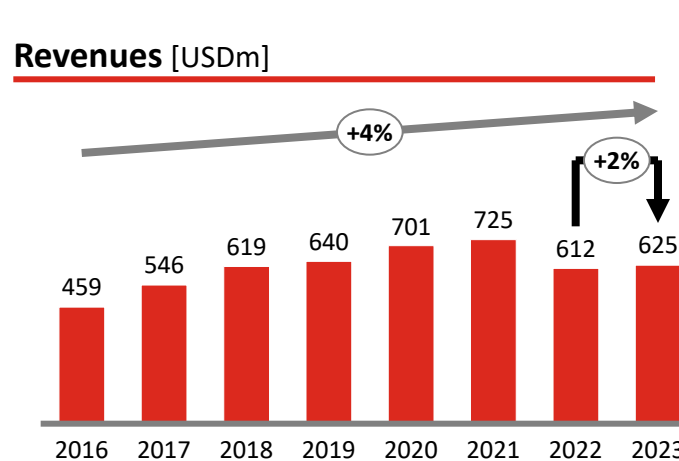
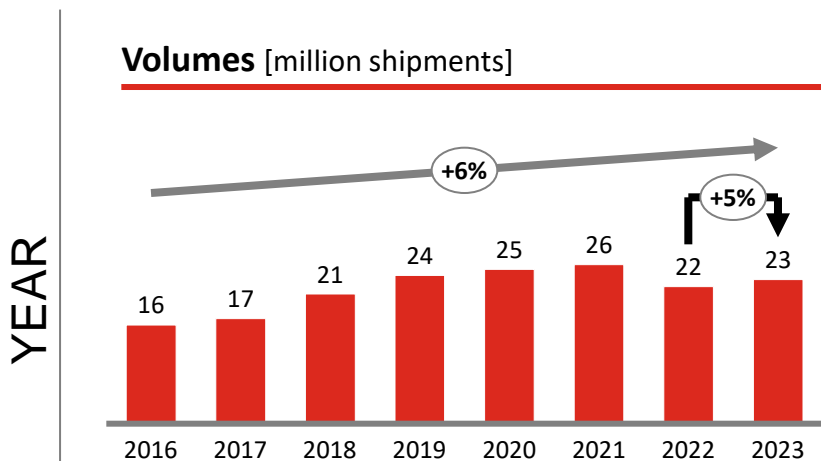


Net Profit



xx Margin in % of revenues

INTERNATIONAL EXPRESS PRODUCT



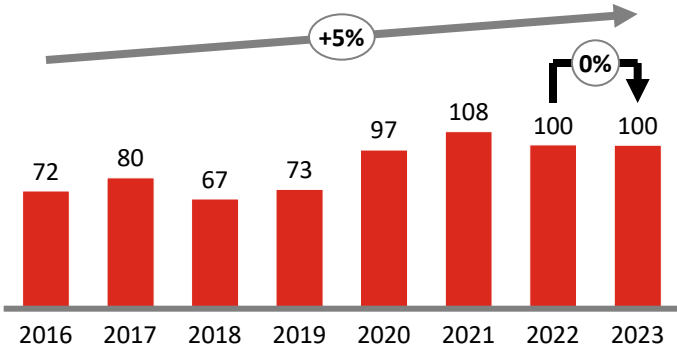
The international express product includes Shop&Ship; it also includes MyUS from Q4 2022 onwards.

DOMESTIC EXPRESS PRODUCT

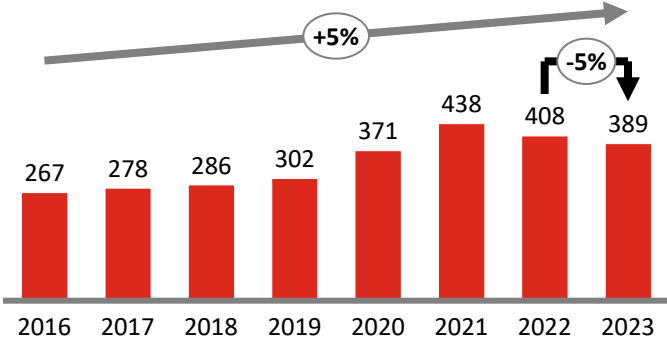


YEAR

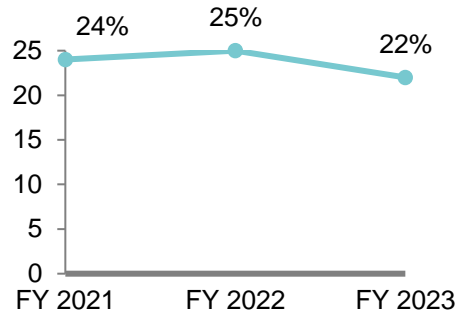
Volumes [million shipments]



Revenues [USDm]

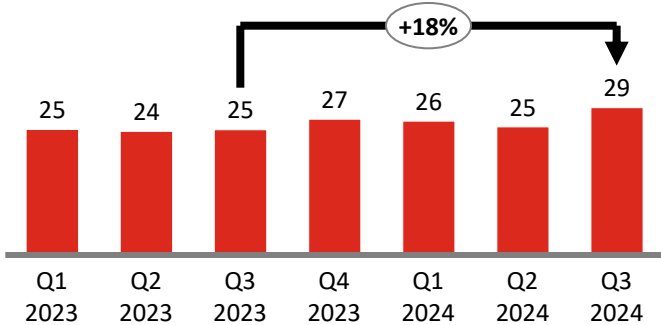


GP Margins

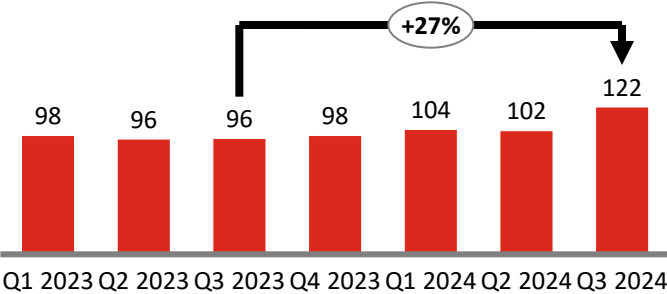


QUARTER

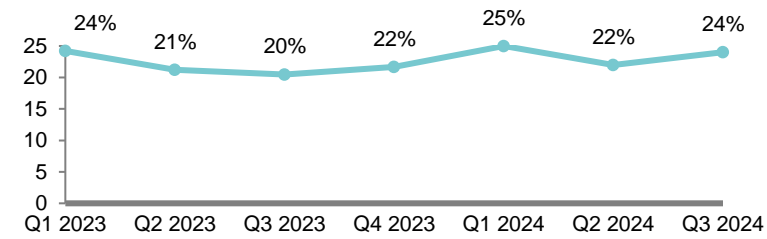
Volumes [million shipments]



Revenues [USDm]



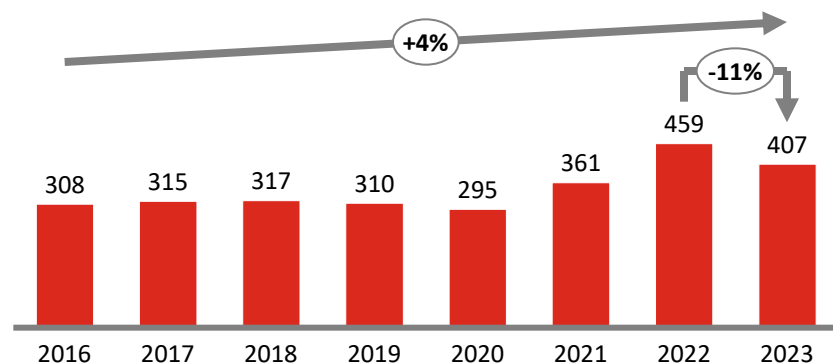
GP Margins



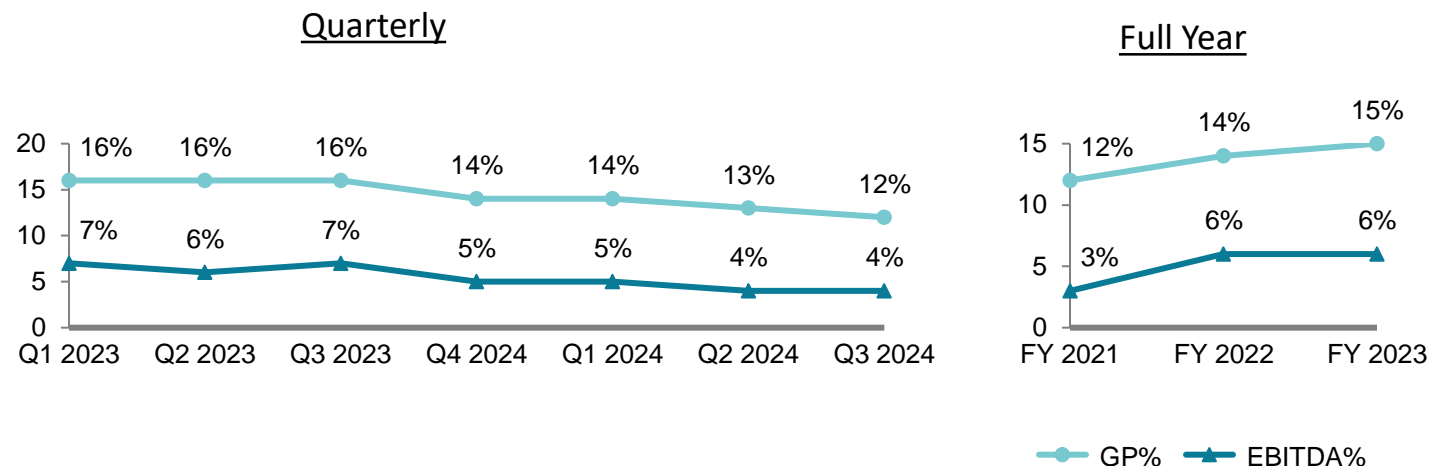
From July 2023 onwards, heavy shipment business in Ireland and UK was reclassified internally from domestic to land freight business from July 2023 onwards, impacting the performance of the domestic express and freight forwarding products.

FREIGHT FORWARDING PRODUCT

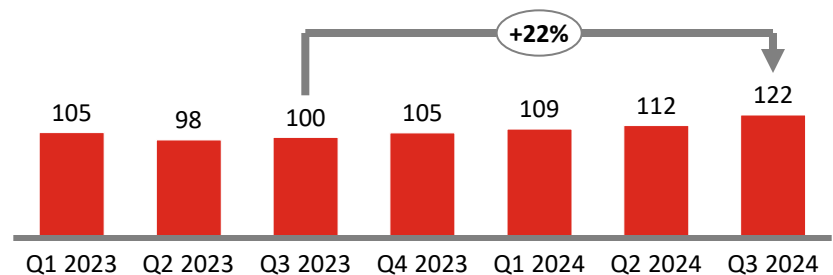
Freight Forwarding Revenue by Year [USDm]



Freight Forwarding Margins by Quarter and Year



Freight Forwarding Revenue by Quarter [USDm]

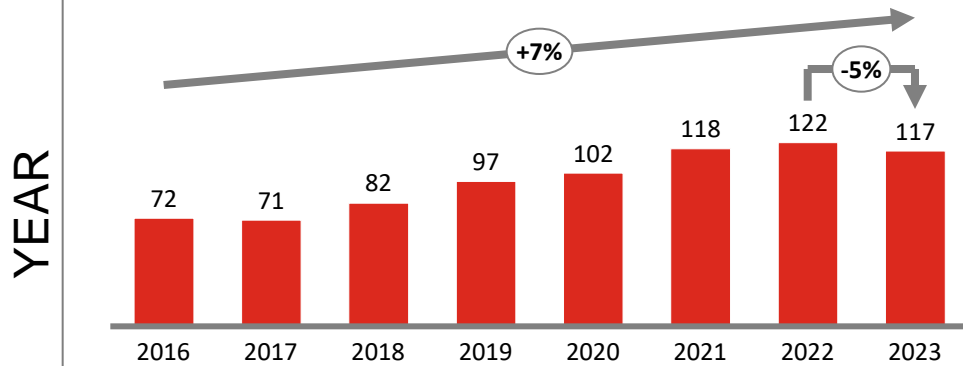


Freight Forwarding Volumes

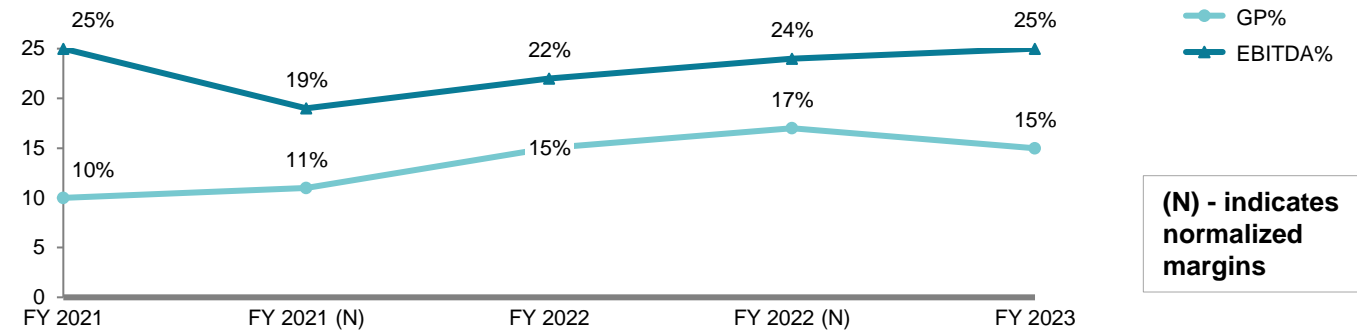
	Q3 2023	Q3 2024	Change	9M 2023	9M 2024	Change
Air Freight Kgs	10,901,706	11,320,925	4%	32,873,748	34,752,896	6%
Land Freight (FTL)	7,718	7,380	-4%	21,129	22,004	4%
Land Freight (LTL KGs)	53,409,441	56,785,710	6%	128,250,199	156,215,610	22%
Sea Freight (FCL TEU)	8,051	7,594	-6%	23,093	22,934	-1%
Sea Freight (LCL CMB)	5,439	30,889	468%	17,086	49,892	192%

LOGISTICS PRODUCT

Logistics Revenue by Year [USD million]

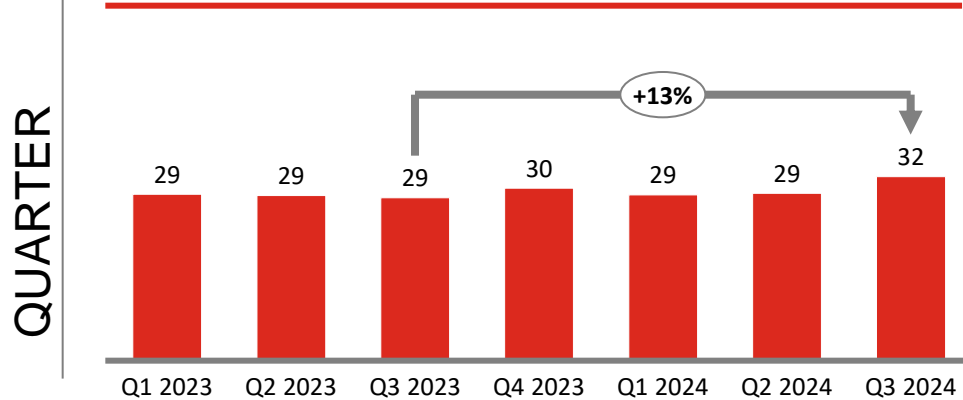


Logistics Margins (by year)

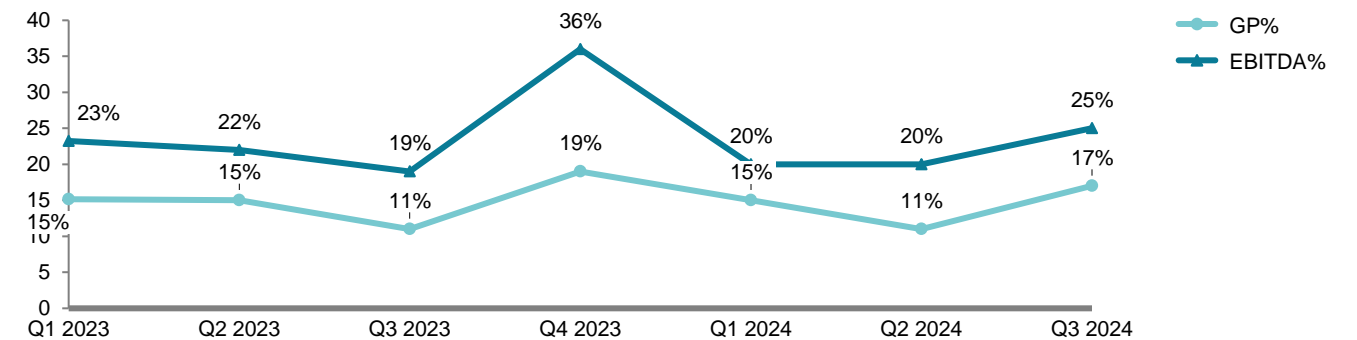


(N) - indicates normalized margins

Logistics Revenue by Quarter [USD million]



Logistics Margins (by quarter)



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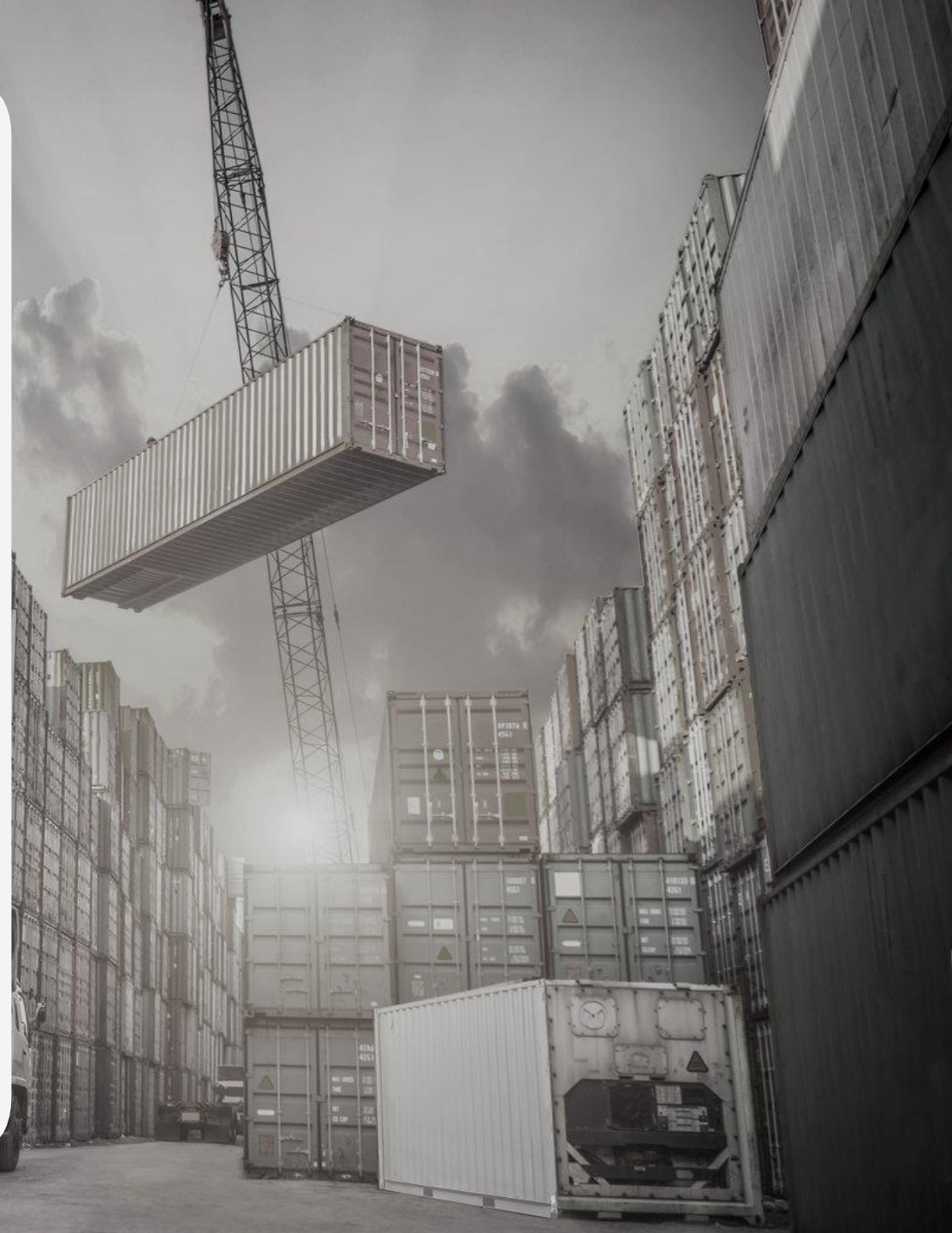
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Appendix ARAMEX STOCK

ARMX STOCK AT A GLANCE



Listed on Dubai Financial Market (DFM) in 2005



INDEX INCLUSIONS



ESG Reporting Standards

<p>USD 1.0bn MARKET CAP on 31 March 2024</p>	<p>49.7% FREE FLOAT</p>	<p>BLOOMBERG CODE: ARMX.UH REUTERS CODE: ARMX.DU</p>
<p>FTSE Small Cap INDEX</p>	<p>MSCI EM Small Cap INDEX</p>	
<p>International Integrated Reporting Council (IIRC) Framework</p>	<p>United Nations Sustainable Development Goals</p>	<p>GRI Sustainability Reporting Standards</p>

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

ESG Data



ESG Data

Environmental data	Unit of measure	2023	2022	2021	2020
Total Emissions	tons (tCO2)	524,332	589,121	669,258	727,344
Scope 1 Emissions	tons (tCO2)	55,314	63,268	64,414	59,334
Scope 2 Emissions	tons (tCO2)	27,337	23,643	31,008	39,326
Scope 3 Emissions	tons (tCO2)	441,682	502,210	573,836	628,684
Electricity	kwh	50,167,734	43,350,256	55,024,089	61,276,783
Fuel	Liters	22,362,950	25,438,603	25,715,644	24,267,172
Intensity KPIs					
Energy Intensity		8.1	8.8	8.7	9.2
KgCO2e per Shipment		4.2	4.8	5.1	5.7
Electricity per Shipment		0.40	0.35	0.41	0.5
Fuel per Shipment		0.18	0.21	0.19	0.20
Renewable Energy					
Number of solar projects	Number	7	5	5	5
Energy generated from solar projects	KWH	12,349,599	11,778,833	11,321,094	6,858,752
Social data					
	Unit of measure	2023	2022	2021	2020
Total Employees (full-time workforce)	Number of employees	16,413	16,305	16,359	17,404
Gender Diversity (Male/Female)					
Percentage of Male Employees	%	80	81	81	81
Percentage of Female Employees	%	20	19	19	19

ESG Data

Environmental data	Unit of measure	2023	2022	2021	2020
Gender Diversity, Management: %					
Senior Leadership (M-F)	%	92 - 8	100 - 0	100 - 0	76 - 24
Middle Management (M-F)	%	83 - 17	17 - 83	81 - 19	82 - 18
Others (M-F)	%	73 - 27	72 - 28	75 - 25	75 - 25
Age distribution					
Employees <21	%	1	1	3	
Employees 30-21	%	31	35	63	
Employees 40-31	%	40	39	25	
Employees 50-41	%	20	19	7	
Employees 64-51	%	8	6	2	
Employees >64	%	0	0	0	
Employee Years of Service					
<1 year	%	10	19		22
1-5 years	%	51	46		45
6-10 years	%	20	18		18
11-15 years	%	10	10		10
16-20 years		6	5		3
21-25 years	%	2	2		1
>25 years	%	1	1		0
Return to Work rate after maternity Leave	%	98	99	97	100

ESG Data

Environmental data	Unit of measure	2023	2022	2021	2020
Organizational Health Index (OHI)					
Aramex Pulse participants	%	80	82	80.0	
OHI score		75	74.5		
Learning and Development					
Learning Hours	Hours	101,988	114,221	57,753	60,439
Average Hours per Employee	Hr/Employee	6.2	7.91		
Average Courses per Employee	Courses/Employee	8.4	6.88		
National Vs Expat:	%	(40 / 60)	(40 / 60)		
Nationalization Targets:					
KSA	%	33 (102% met)	29 (100% met)		
UAE	%	4 (100% met)	2 (100% met)		
% spending on local Suppliers (Except holding companies)	%	<90	%98		
Lost Time Injury Frequency Rate (LTIFR)		2.78	2.22	2.58	1.83
Lost Time Injury Incident Rate (LTIIR)		0.71	0.57	0.66	0.53
Lost Time Injury Rate (LTIR)		0.56	0.44	0.52	0.37
Lost Days Rate (LDR)		6.03	8.8	13.85	13.45
Accidents per Million Shipments		8.38	8.18	7.26	7.54
Fatalities		2	3		
Fatality Rate	Number	0.0067	0.054		1
Sustainability Coverage	%	85	87	86	96
Beneficiaries	Number	160,000	140,000	1,060,000	356,419

Environmental data	Unit of measure	2023	2022	2021	2020
Management System Certifications					
ISO 9001 (Quality) - Number of Locations	Sites Certified	39	35	27	
ISO 45001 (Health & Safety) - Number of Locations	Sites Certified	47	39	15	
ISO 14001 (Environment) - Number of Locations	Sites Certified	47	38	18	
Employee training on Code of Conduct, including human rights and anti-corruption					
Compliance to Code of Conduct training	% of targeted employees	93	91	84	82



APPENDIX

Product offering

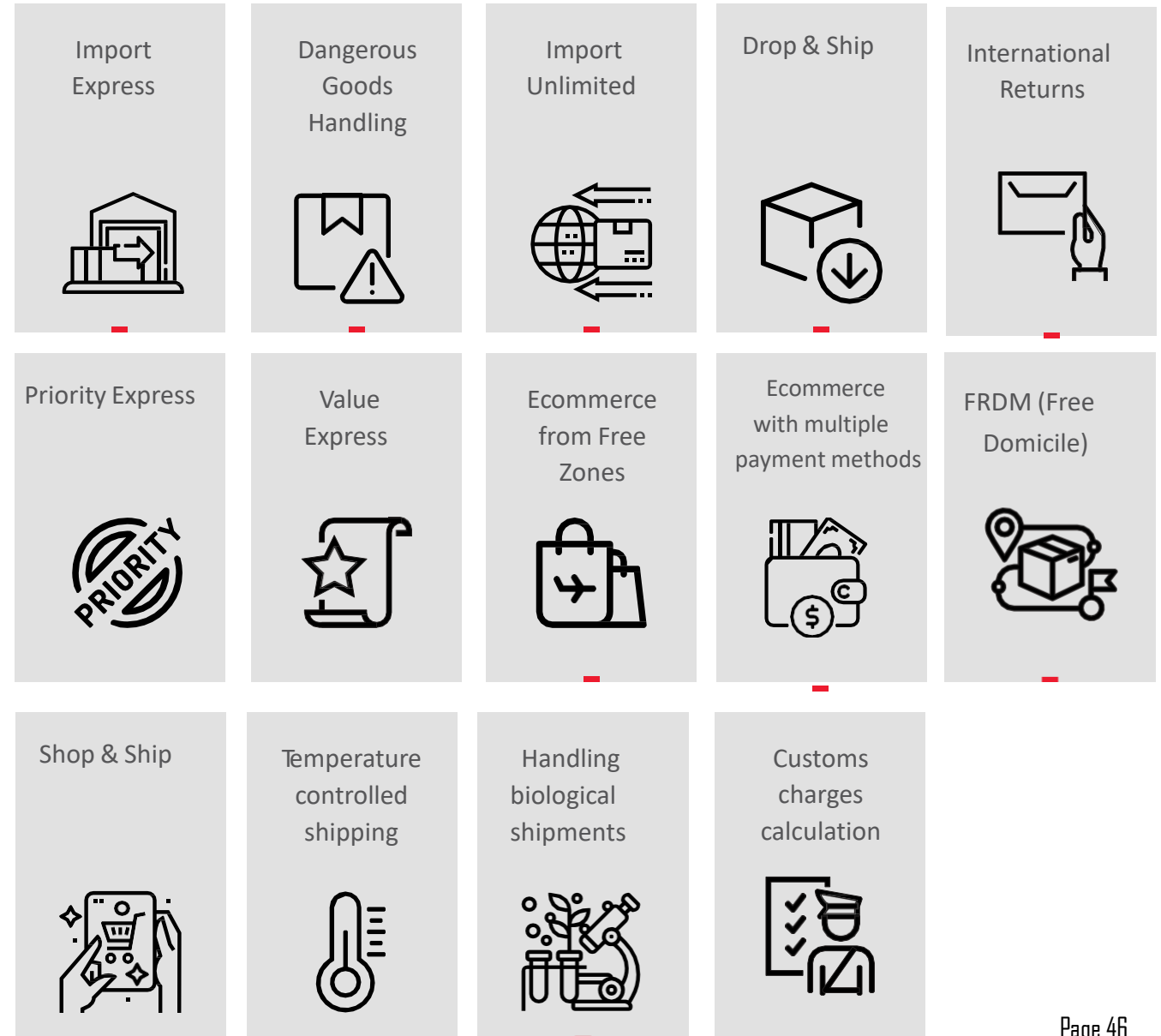


EXPRESS

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.


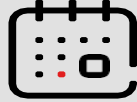





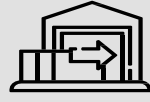









While Aramex operates globally, our key trading lanes are US, Europe and China into GCC and wider MEA region as well as intra-GCC trade lanes.



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.

Same Day delivery 	Next Day delivery 	Dedicated services 	Leave-At-Door Service 	Click & Collect 
Aramex Fleet Solution 	Aramex SPOT 	ID Verification & Biometric based deliveries 	Personalized deliveries 	Mobile Outlets 
Mail Room Services 	Aramex Lockers 	Temperature controlled deliveries 	Drop Box 	
Heavy shipments service 	Customer Initiated Returns 	Reverse Logistics 		

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.

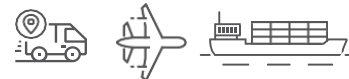


GLOBAL COVERAGE



CROSS BORDER EXPERTISE

CUSTOMS BROKERAGE & COMPLIANCE



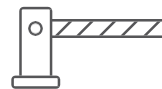
Comprehensive customs services for
Air, Land and Sea



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



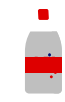
GLOBAL LOGISTICS CAPABILITIES

- Established in 2002
- Total Warehouse Area + 800 thousand sqm (owned, leased, managed)
- 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

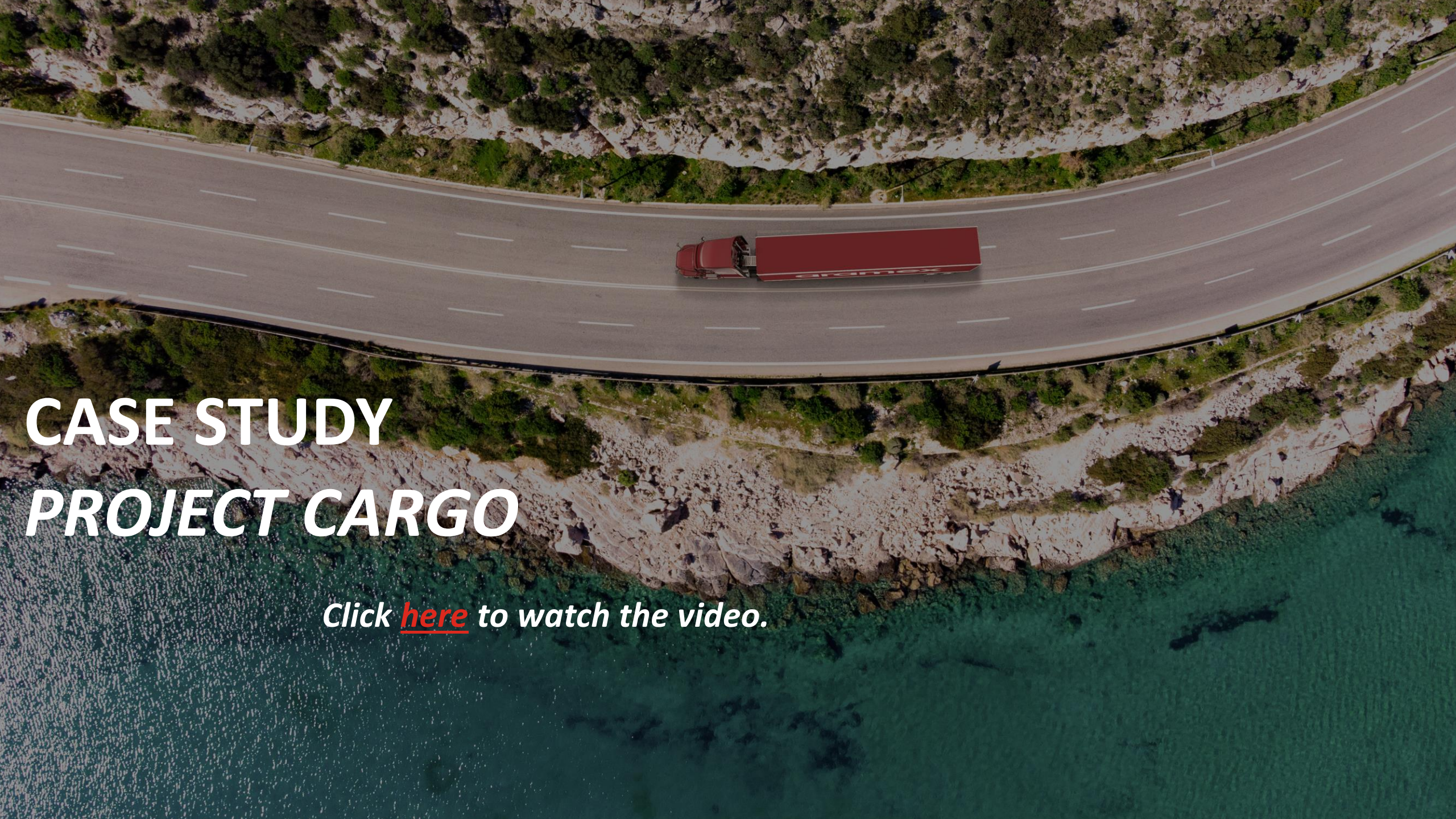
- Warehousing Storage
- Value added services
- Labeling
- Pick and pack
- Scanning operations
- Ecommerce fulfillment
- Facility management (external warehouses)

IN THE MIDDLE EAST OF IT ALL

AN ARAMEX DOCUMENTARY | 40 YEARS OF OPERATIONS

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





CASE STUDY PROJECT CARGO

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

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