

aramex

INVESTOR PRESENTATION

Q3 2021 RESULTS



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ARAMEX OVERVIEW | ARAMEX IS AN ASSET-LIGHT GLOBAL PROVIDER OF LOGISTICS AND TRANSPORTATION SOLUTIONS



17,000+
EMPLOYEES



65+
COUNTRIES



600+
OFFICES



AED 4.5 +
BILLION REVENUES
9M 2021



AED 5 +
BILLION MARKET CAP



98M
EXPRESS VOLUMES
9M 2021



1.1M
SQM GLOBAL
OWNED, LEASED AND
MANAGED



605M KGS
MOVED IN
9M 2021

E-COMMERCE

Aramex works round-the-clock to serve e-businesses of all sizes. From customized solutions for the checkout, order fulfilment, customs clearance, international shipping, and last mile delivery to returns management.

INTERNATIONAL EXPRESS

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

DOMESTIC EXPRESS

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

FREIGHT FORWARDING

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

LOGISTICS & OTHER

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

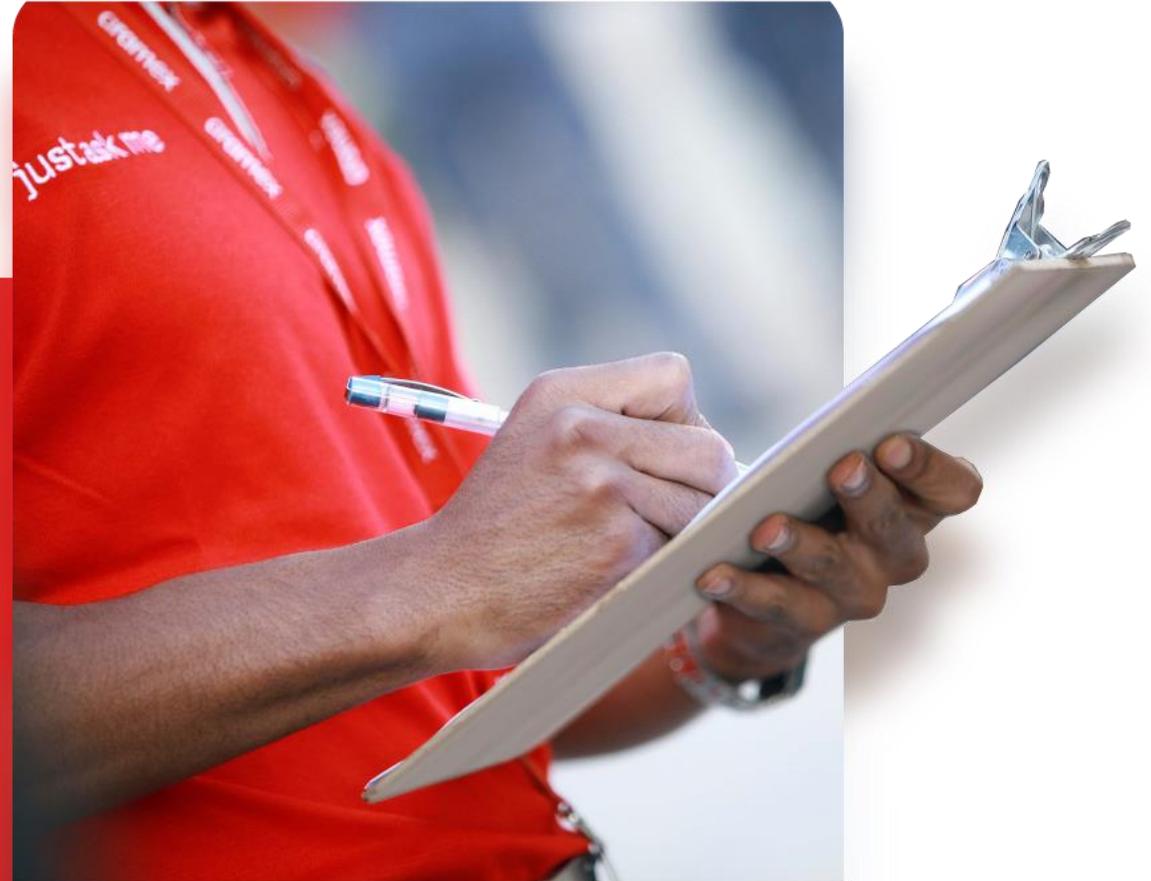
1. Q3 2021 Financial Results Highlights
 2. Corporate Update
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Appendices:

- Appendix 1 – Regional Performance
- Appendix 2 – Financial Statements Highlights
- Appendix 3 – Stated Strategic Priorities

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**Q3 2021
FINANCIAL
RESULTS
HIGHLIGHTS**



FINANCIAL PERFORMANCE | Q3 2021 GROUP RESULTS

Q3 2021 RESULTS

REVENUES

-0.3% GROWTH YEAR ON YEAR

EBITDA

-4% EBITDA GROWTH YEAR ON YEAR

NET PROFIT MARGIN

1.5% MARGIN GROWTH YEAR ON YEAR

EPS

47% GROWTH IN EARNINGS PER SHARE YEAR ON YEAR

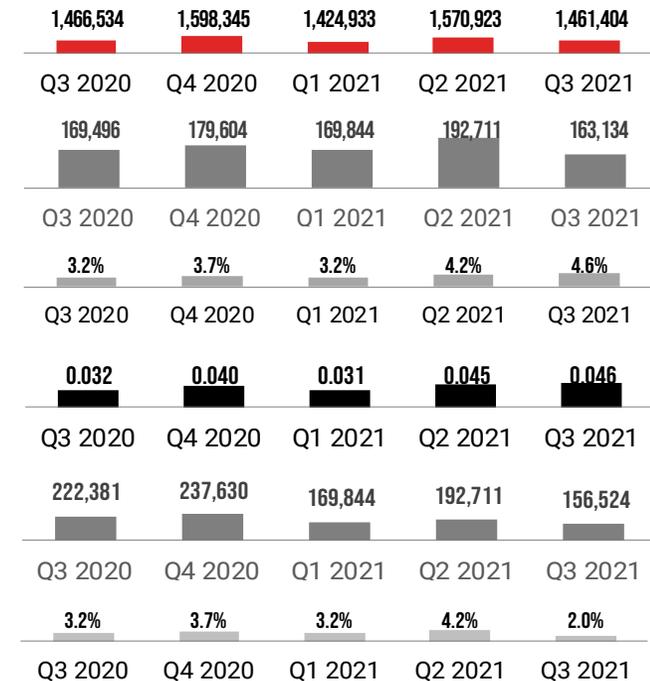
EBITDA NORMALIZED

-30% EBITDA GROWTH YEAR ON YEAR

NET PROFIT MARGIN NORMALIZED

-1.01% MARGIN GROWTH YEAR ON YEAR

PERFORMANCE ACROSS KEY INDICATORS (AED "000")



Q3 2021 is normalized by excluding the completion of the sale of InfoFort (AED 31,608 thousand) and insurance collected from the Beirut Blast (AED 6,610 thousand)

Q3 2020 is normalized by excluding nonrecurring provision of the damages caused by two major incidents, Lebanon's explosion and warehouse fire in Morocco.

Q4 2020 is normalized by excluding provision for lawsuit from a customer resulting from the fire incident in Morocco and Expected Credit loss on cash at banks in Lebanon

MANAGEMENT COMMENTS

We delivered a good topline performance, with double digit growth in revenues in Domestic Express, Freight Forwarding and Logistics. E-commerce continues to be a growth driver for our business, and accounts for 54% of Courier Revenues and 37% of our Group Revenue.

In Q3 2021 International express revenues declined due to 1) seasonality, with Q3 being a typically slower quarter for our business, and 2) in Q3 2020 we benefitted from exceptional results due to a full pandemic quarter and lockdowns boosting cross border online trade activity. With travel resuming this year, the operational environment is gradually returning to pre-Covid levels. Compared to Q3 2019, international express revenues grew by 9% year on year.

Freight forwarding revenues grew by 16%, driven primarily by the rebound in the O&G sector.

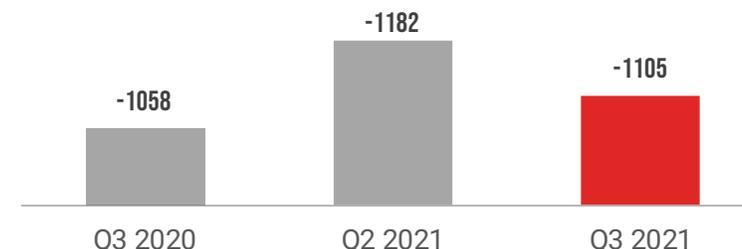
Logistics grew by 15%, benefitting from O&G contracts and an increase in fashion retail business due to the re-opening of retail shops, and serving the e-tailors last mile solutions.

Year on year, Q3 2021 Net Profit and EBITDA were negatively impacted mainly by the declines in the Courier business explained above, as well as costs incurred as part of our expansion in infrastructure and investment in scaling up on ground presence to handle the growth in volumes.

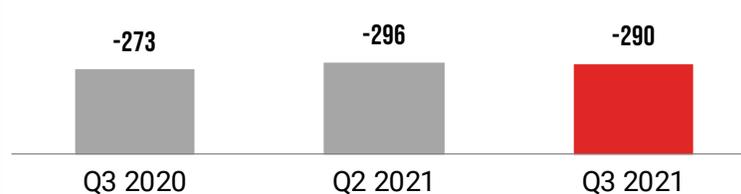
REVENUE (AED M)



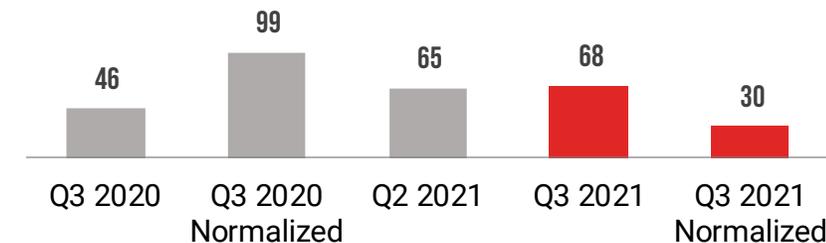
COST OF SERVICES (AED M)



TOTAL OVERHEADS (AED M)



ATTRIBUTABLE NET PROFIT (AED M)



Q3 2021 is normalized by excluding Infafort gain and Lebanon's insurance refund

Q3 2020 is normalized by excluding nonrecurring provision of the damages caused by two major incidents, Lebanon's explosion and warehouse fire in Morocco.

FINANCIAL & PERFORMANCE HIGHLIGHTS | BUSINESS SEGMENT BREAKDOWN

2021 VS 2020	COURIER			FREIGHT			LOGISTICS			OTHER SERVICES			GRAND -TOTAL		
	3RD QRT'21	3RD QRT'20	%	3RD QRT'21	3RD QRT'20	%	3RD QRT'21	3RD QRT'20	%	3RD QRT'21	3RD QRT'20	%	3RD QRT'21	3RD QRT'20	%
REVENUE	997,395	1,065,473	(6%)	318,000	274,872	16%	108,445	94,046	15%	37,564	32,144	17%	1,461,404	1,466,534	(0%)
TOTAL DIRECT COST	717,318	722,172	(1%)	279,789	241,007	16%	94,777	82,381	15%	13,440	12,920	4%	1,105,325	1,058,480	4%
GROSS PROFIT	280,077	343,301	(18%)	38,211	33,865	13%	13,668	11,665	17%	24,124	19,224	25%	356,080	408,054	(13%)
GP%	28%	32%		12%	12%		13%	12%		64%	60%		24%	28%	
EBIT	53,853	135,935	(60%)	6,184	3,055	102%	6,007	(53,235)	111%	1,974	(1,601)	223%	68,018	84,153	(19%)
EBIT%	5%	13%		2%	1%		5.5%	(57%)		5%	(5%)		5%	6%	
EBITDA	115,026	190,818	(40%)	12,724	8,916	43%	29,067	(32,546)	189%	6,313	2,292	175%	163,130	169,479	(4%)
EBITDA%	12%	18%		4%	3%		27%	(35%)		17%	7%		11%	12%	

2021 VS 2020	COURIER			FREIGHT			LOGISTICS			OTHER SERVICES			GRAND -TOTAL		
	SEP 'YTD21	SEP 'YTD20	%	SEP 'YTD21	SEP 'YTD20	%	SEP 'YTD21	SEP 'YTD20	%	SEP 'YTD21	SEP 'YTD20	%	SEP 'YTD21	SEP 'YTD20	%
REVENUE	3,100,319	2,752,310	13%	934,875	804,884	16%	321,840	274,104	17%	100,227	80,655	24%	4,457,261	3,911,954	14%
TOTAL DIRECT COST	2,209,826	1,832,924	21%	825,878	688,340	20%	283,225	233,211	21%	34,940	30,662	14%	3,353,870	2,785,136	20%
GROSS PROFIT	890,493	919,387	(3%)	108,997	116,545	(6%)	38,614	40,893	(6%)	65,286	49,993	31%	1,103,391	1,126,817	(2%)
GP%	29%	33%		12%	14%		12%	15%		65%	62%		25%	29%	
EBIT	226,242	330,054	(31%)	10,196	30,025	(66%)	6,641	(45,311)	115%	3,947	(4,386)	190%	247,026	310,382	(20%)
EBIT%	7%	12%		1%	4%		2.1%	(17%)		4%	(5%)		6%	8%	
EBITDA	406,490	492,599	(17%)	32,117	49,807	(36%)	72,250	13,856	421%	14,830	5,492	170%	525,688	561,754	(6%)
EBITDA%	13%	18%		3%	6%		22%	5%		15%	7%		12%	14%	

REGIONAL BREAKDOWN | Q3 2021

AMERICA

REV	66.1 m	5%
Rev GRTH	16.3 m	33%
GP	10.9 m	20% ↑
Volumes	1,090,283	44% ↑

EUROPE

REV	185.9 m	13%
Rev GRTH	28.9	18%
GP	32.3 m	41% ↑
Volumes	1,130,616	-3% ↓

NORTH ASIA

REV	108.9 m	7%
Rev GRTH	-114.9	-51% ↓
GP	28.2 m	-65% ↓
Volumes	685,890	-51% ↓

MENAT

REV	205.6 m	14%
Rev GRTH	21.0 m	11%
GP	62.6 m	14% ↑
Volumes	4,603,633	14% ↑

GCC

REV	501.5 m	34%
Rev GRTH	-20.5 m	-4%
GP	99.5 m	-11% ↓
Volumes	9,763,036	6% ↑

SOUTH ASIA

REV	135.6 m	9%
Rev GRTH	35.3 m	35%
GP	18.4 m	19% ↑
Volumes	1,016,920	20% ↑

SS & S AFRICA

REV	84.7 m	6%
Rev GRTH	12.8 m	18%
GP	27.3 m	18% ↑
Volumes	1,678,868	2% ↑

OCEANIA

REV	165.7 m	11%
Rev GRTH	20.0 m	14%
GP	42.9 m	1% ↑
Volumes	13,931,076	3% ↑

MANAGEMENT COMMENTS

Good performance across most of our markets, with growth in volumes and revenues.

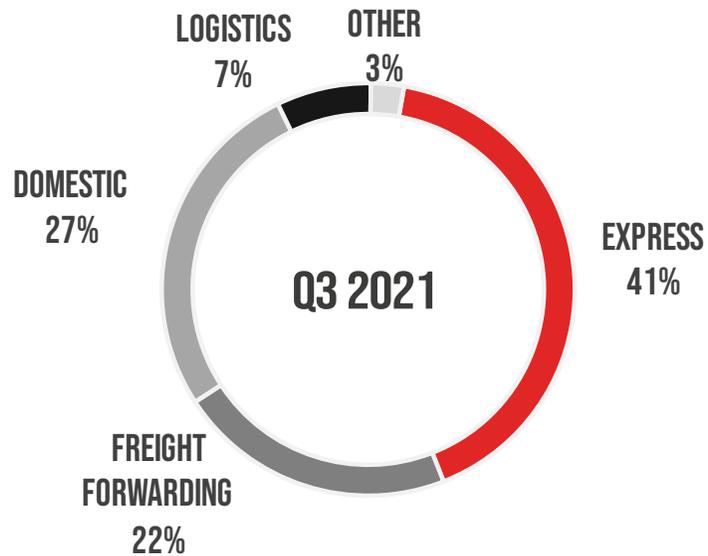
Double digit growth in GP in America, Europe, MENAT, South Asia, SS & S Africa.

GP impact in the GCC is coming from KSA, Kuwait and Qatar due to the drop in margins in the Courier segment due to the increase in costs associated with capacity building. Investing in scaling up our ground operations will position us to capture more growth opportunities in the future.

GP impact in North Asia is due to a drop in international cross border business due to competitive pressures and a changing business landscape, with a few customers setting up their own capabilities of shipping into the region.

*Volumes: Include Express, SNS and domestic. Post period, the regional breakdown of volumes was corrected. Changes are minor and non material with no impact on total volumes at a Group level.

REVENUES BY SEGMENT (AED M)



Y-o-Y Growth

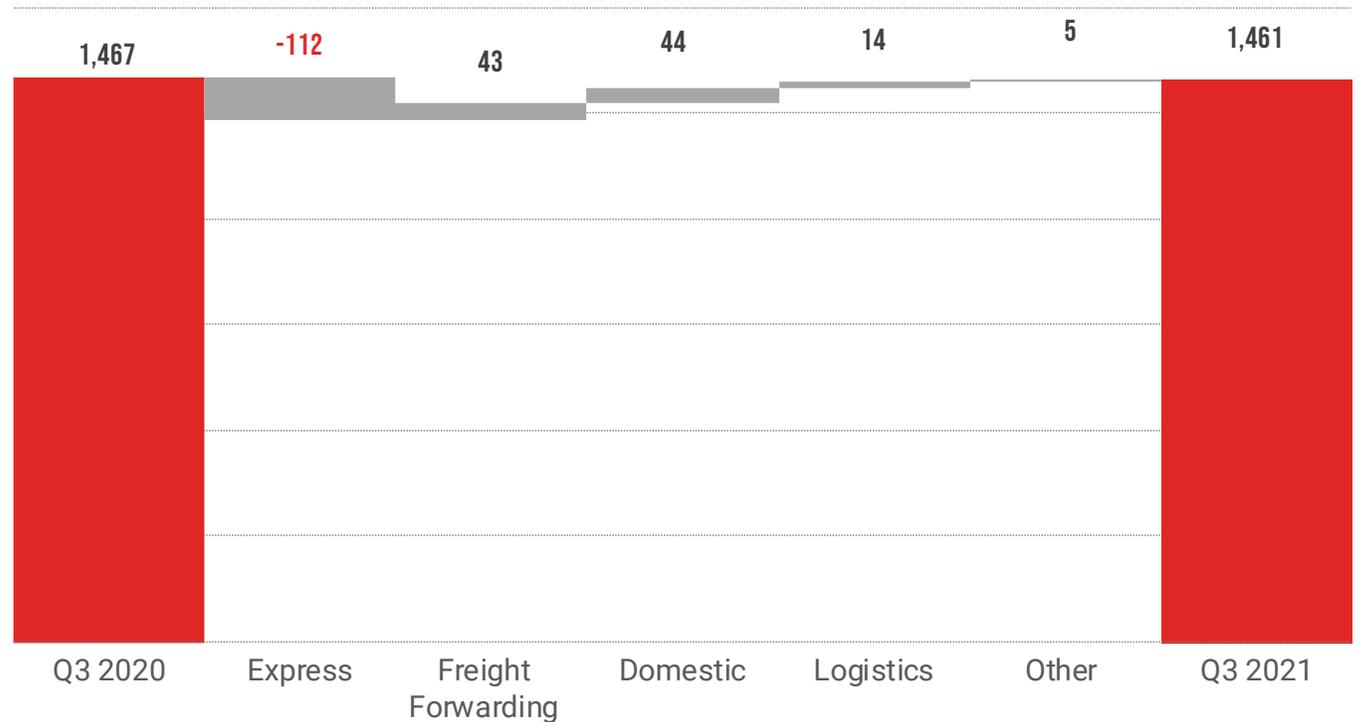
-16%

16%

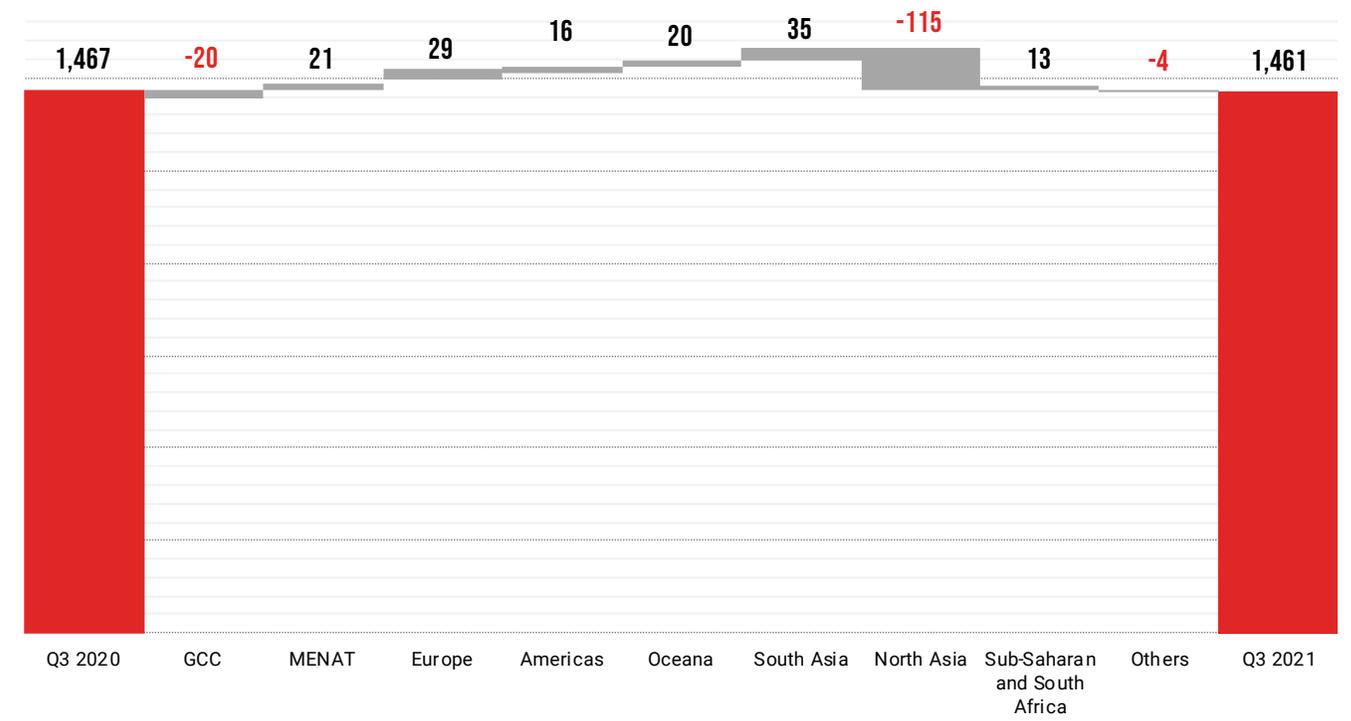
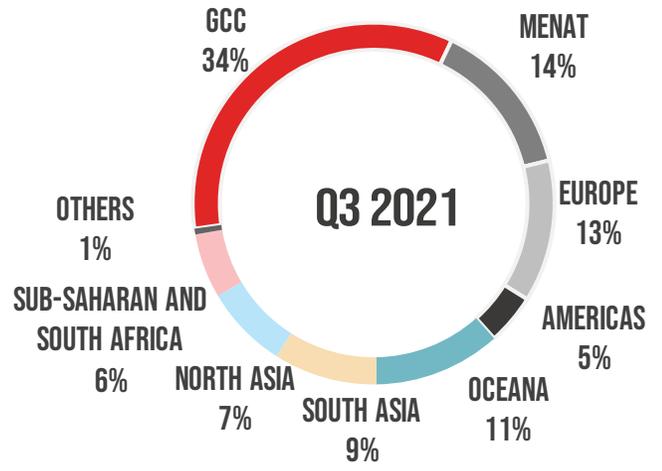
13%

15%

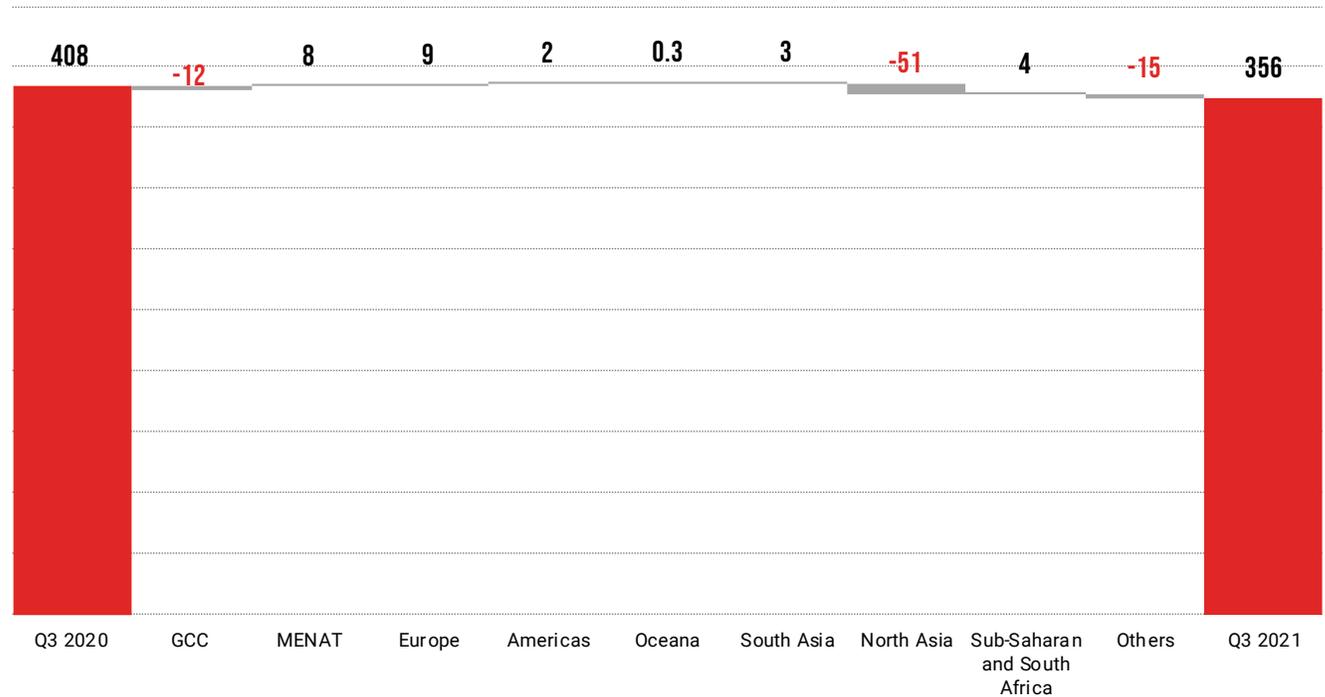
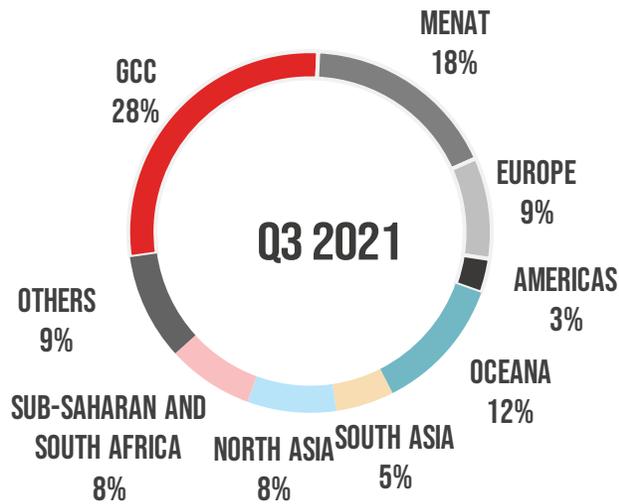
17%



REVENUES BY GEOGRAPHY (AED M)



GROSS PROFIT BY GEOGRAPHY (AED M)



FINANCIAL RATIOS

	Q3 2021	Q2 2021	Q3 2020	q-o-q	Movement (%) y-o-y
EPS (AED)	0.046	0.045	0.032	2%	47%
GROSS PROFIT MARGIN %	24.4%	24.7%	27.8%	-0.3%	-3.4%
NET PROFIT MARGIN %	4.6%	4.2%	3.2%	0.47%	1.5%
EBITDA MARGIN %	11.2%	12.3%	11.6%	-1.1%	-0.4%
DEBT/EQUITY %	21.3%	26.5%	31.6%	5.2%	10.3%

Q3 2020 is normalized by excluding nonrecurring provision of the damages caused by two major incidents, Lebanon's explosion and warehouse fire in Morocco.

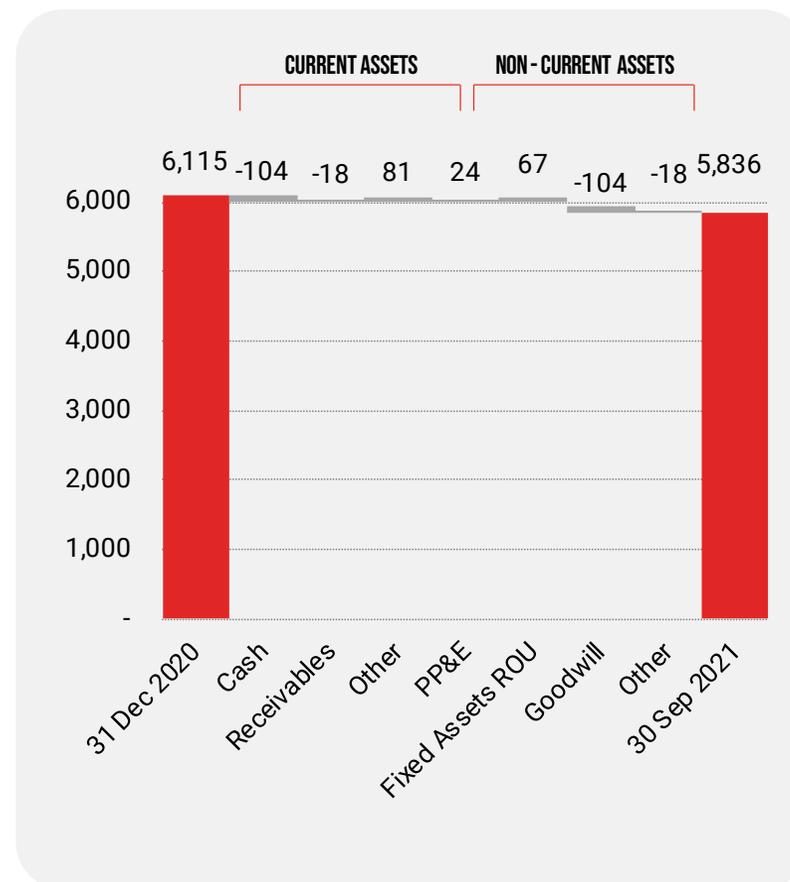
Q3 2021 is normalized by excluding Infafort gain and Lebanon's insurance refund

	Q3 2020	Q3 2021
Net Profit margin would have been	6.8%	2%
EBITDA margin would have been	15.2%	10.7%

BALANCE SHEET HIGHLIGHTS

	30 Sep 2021	31 Dec 2020	Movement	
			Actual	Change %
CURRENT ASSETS	2,580	2,621	-40	-2%
ASSETS HELD FOR SALE	11	218	-207	-95%
NON-CURRENT ASSETS	3,245	3,277	-32	-1%
TOTAL ASSETS	5,836	6,115	-279	-5%
CURRENT LIABILITIES	1,940	2,243	-303	-14%
LIABILITIES HELD FOR SALE	4.9	94.0	-89.1	-94.8%
NON-CURRENT LIABILITIES	1,108	1,071	37	3%
TOTAL LIABILITIES	3,053	3,408	-355	-10%
NON-CONTROLLING INTEREST	12	16	-4	-29%
SHAREHOLDERS' EQUITY	2,772	2,691	81	3%

ASSET MOVEMENT Y-O-Y (AED M)



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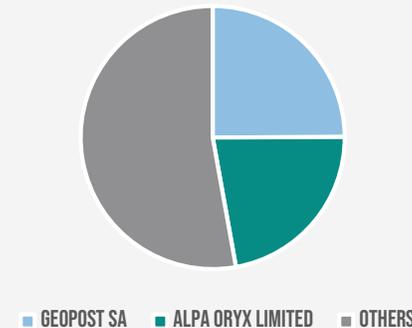
CORPORATE UPDATE



NEW SHAREHOLDER STRUCTURE

- During the period October 20th – 26th 2021, GeoPost/DPDgroup announced it had acquired 24.9% of the outstanding share capital of Aramex through a combination of direct and open market transactions. The investment is subject to notification to the competent regulatory authorities.
- The equity investment solidifies over ten years of commercial partnership between the two companies, leveraging on GeoPost/DPDgroup’s strong presence in the European parcel delivery market and Aramex’s powerful international network in the Middle East, Asia, Africa and Oceania.
- DPDgroup is the largest parcel delivery network in Europe. DPDgroup is the parcel delivery network of GeoPost, which posted sales of €11 billion in 2020. GeoPost is a holding company owned by Le Groupe La Poste.
- ADQ remains a large shareholder in our company, and a strategic partner for us in the logistics B2B space regionally.

SHAREHOLDERS	PERCENTAGE
GEOPOST SA	24.9311
ALPA ORYX LIMITED	22.2481



All share data as of 1 November 2021 public filings on Dubai Financial Market

SUSTAINABILITY TARGETS

- Post period, on October 10th, 2021, Aramex signed a commitment with the Science Based Target initiative (SBTi) to significantly reduce its greenhouse gas emissions by 2030. By signing this commitment, Aramex will work with clearly defined science-based carbon targets to put the Company on track to reducing its emissions in line with the Paris Agreement's goals of curbing a rise in global temperature to well-below 2°C.
- Aramex's targets are currently being calculated, with advisory support from an external consultant, and will be announced to the market in January 2022.
- Aramex has an excellent track record in its sustainability program implementation and target delivery. In 2016, we reduced emissions by 20% compared to base year 2012, four years ahead of schedule. In 2019, we more than doubled emission cuts by 44% compared to the same year, 2012.
- Key sustainability initiatives include the solar power plants in Dubai and Amman, and the transition to low emission and electric vehicles, among other projects.

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APPENDIX 1: REGIONAL PERFORMANCE



REGIONS | ARAMEX GLOBAL FOOTPRINT

N&S AMERICA

United States of America
Canada

MENAT & GSO

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

AFRICAN SUB-SAHARAN

Ghana
Kenya
Nigeria
Tanzania
Uganda
South Africa

EU

Czech Republic
France
Ireland
Malta
Netherlands
Slovakia
United Kingdom

GCC

Bahrain
Kuwait
Oman
Qatar
Saudi Arabia
United Arab Emirates

SOUTH ASIA

Bangladesh
India
Indonesia
Malaysia
Singapore
Sri Lanka

NORTH ASIA

China
Hong Kong

OCEANIA

Australia
New Zealand

REGIONAL PERFORMANCE | GCC

	Q3 2021	Quarter		Movement (%)	
		Q2 2021	Q3 2020	q-o-q	y-o-y
TOTAL REVENUE (AED "000")	501,543	550,657	522,041	-9%	-4%
EXPRESS (INCL SNS)	151,945	186,334	211,641	-18%	-28%
DOMESTIC	146,203	143,632	139,636	2%	5%
FREIGHT FORWARDING	142,818	158,640	126,365	-10%	13%
LOGISTICS	58,839	59,735	42,773	-2%	38%
OTHER	1,738	2,316	1,625	-25%	7%
GROSS PROFIT (AED "000")	99,510	105,472	111,951	-6%	-11%
GROSS PROFIT MARGIN	20%	19%	21%	0.7%	-1.6%
TOTAL VOLUMES	9,763,036	10,211,161	9,187,101	-4%	6%
VOLUMES DOMESTIC	7,568,256	7,866,983	7,036,431	-4%	8%
VOLUMES EXPRESS	2,194,780	2,344,178	2,150,670	-6%	2%

**Post period, the regional breakdown of volumes was corrected. Changes are minor and non material with no impact on total volumes at a Group level.*

REGIONAL PERFORMANCE | MENAT

	Q3 2021	Quarter		Movement (%)	
		Q2 2021	Q3 2020	q-o-q	y-o-y
TOTAL REVENUE (AED "000")	205,554	198,043	184,542	4%	11%
EXPRESS (INCL SNS)	58,878	62,292	53,265	-5%	11%
DOMESTIC	54,034	48,005	39,977	13%	35%
FREIGHT FORWARDING	56,999	56,125	58,713	2%	-3%
LOGISTICS	32,276	29,702	31,046	8.7%	4%
OTHER	3,366	1,918	1,540	75%	119%
GROSS PROFIT (AED "000")	62,618	60,157	54,799	4%	14%
GROSS PROFIT MARGIN	30%	30%	30%	0.1%	1%
TOTAL VOLUMES	4,603,633	4,549,612	4,035,149	1%	14%
VOLUMES DOMESTIC	4,227,874	4,126,321	3,654,696	2%	16%
VOLUMES EXPRESS	375,759	423,291	380,453	-11%	-1%

**Post period, the regional breakdown of volumes was corrected. Changes are minor and non material with no impact on total volumes at a Group level.*

REGIONAL PERFORMANCE | EUROPE

	Q3 2021	Quarter		Movement (%)	
		Q2 2021	Q3 2020	q-o-q	y-o-y
TOTAL REVENUE (AED "000")	185,855	205,073	156,910	-9%	18%
EXPRESS (INCL SNS)	90,877	107,388	79,153	-15%	15%
DOMESTIC	12,606	12,924	12,656	-2%	0%
FREIGHT FORWARDING	71,714	72,458	52,154	-1%	38%
LOGISTICS	10,093	11,739	12,866	-14%	-22%
OTHER	566	564	81	0%	600%
GROSS PROFIT (AED "000")	32,331	35,786	22,977	-10%	41%
GROSS PROFIT MARGIN	17%	17%	15%	-0.1%	3%
TOTAL VOLUMES	1,130,616	1,408,881	1,168,044	-20%	-3%
VOLUMES DOMESTIC	4,687	4,303	2,740	9%	71%
VOLUMES EXPRESS	1,125,929	1,404,578	1,165,304	-20%	-3%

*Post period, the regional breakdown of volumes was corrected. Changes are minor and non material with no impact on total volumes at a Group level.

REGIONAL PERFORMANCE | AMERICAS

	Q3 2021	Quarter		Movement (%)	
		Q2 2021	Q3 2020	q-o-q	y-o-y
TOTAL REVENUE (AED "000")	66,062	74,786	49,751	-12%	33%
EXPRESS (INCL SNS)	57,630	70,132	45,686	-18%	26%
FREIGHT FORWARDING	7,791	4,408	3,350	77%	133%
OTHER	642	246	715	161%	-10%
GROSS PROFIT (AED "000")	10,911	7,993	9,113	37%	20%
GROSS PROFIT MARGIN	17%	11%	18%	6%	-2%
VOLUMES EXPRESS	1,090,283	1,192,102	759,289	-9%	44%

**Post period, the regional breakdown of volumes was corrected. Changes are minor and non material with no impact on total volumes at a Group level.*

REGIONAL PERFORMANCE | OCEANA

	Q3 2021	Quarter		Movement (%)	
		Q2 2021	Q3 2020	q-o-q	y-o-y
TOTAL REVENUE (AED "000")	165,697	143,987	145,727	15%	14%
EXPRESS (INCL SNS)	2,087	1,748	1,595	19%	31%
DOMESTIC	137,383	119,373	119,699	15%	15%
OTHER	26,227	22,866	24,433	15%	7%
GROSS PROFIT (AED "000")	42,903	41,229	42,555	4%	1%
GROSS PROFIT MARGIN	26%	29%	29%	-3%	-3%
TOTAL VOLUMES	13,931,076	12,009,732	13,563,298	16%	3%
VOLUMES DOMESTIC	13,925,938	12,004,767	13,559,448	16%	3%
VOLUMES EXPRESS	5,138	4,965	3,850	3%	33%

**Post period, the regional breakdown of volumes was corrected. Changes are minor and non material with no impact on total volumes at a Group level.*

REGIONAL PERFORMANCE | SOUTH ASIA

	Q3 2021	Quarter		Movement (%)	
		Q2 2021	Q3 2020	q-o-q	y-o-y
TOTAL REVENUE (AED "000")	135,594	127,259	100,315	7%	35%
EXPRESS (INCL SNS)	108,978	101,480	75,979	7%	43%
DOMESTIC	2,933	2,798	2,876	5%	2%
FREIGHT FORWARDING	19,165	18,133	16,720	6%	15%
LOGISTICS	4,365	4,764	4,623	-8%	-6%
OTHER	153	84	117	82%	31%
GROSS PROFIT (AED "000")	18,440	17,916	15,524	3%	19%
GROSS PROFIT MARGIN	14%	14%	15%	-0.5%	-2%
TOTAL VOLUMES	1,016,920	912,158	847,690	11%	20%
VOLUMES DOMESTIC	275,174	267,977	253,801	3%	8%
VOLUMES EXPRESS	741,746	644,181	593,889	15%	25%

*Post period, the regional breakdown of volumes was corrected. Changes are minor and non material with no impact on total volumes at a Group level.

REGIONAL PERFORMANCE | NORTH ASIA

	Q3 2021	Quarter		Movement (%)	
		Q2 2021	Q3 2020	q-o-q	y-o-y
TOTAL REVENUE (AED "000")	108,904	180,041	223,806	-40%	-51%
EXPRESS (INCL SNS)	106,664	178,136	220,677	-40%	-52%
DOMESTIC	6	10	6	-38%	2%
FREIGHT FORWARDING	2,186	1,816	3,025	20%	-28%
LOGISTICS	48	79	98	-39%	-51%
GROSS PROFIT (AED "000")	28,222	50,414	79,518	-44%	-65%
GROSS PROFIT MARGIN	26%	28%	36%	-2%	-10%
TOTAL VOLUMES	685,890	1,109,641	1,398,627	-38%	-51%
VOLUMES DOMESTIC	89	141	171	-37%	-48%
VOLUMES EXPRESS	685,801	1,109,500	1,398,456	-38%	-51%

**Post period, the regional breakdown of volumes was corrected. Changes are minor and non material with no impact on total volumes at a Group level.*

REGIONAL PERFORMANCE | SUB-SAHARAN AND SOUTH AFRICA

	Q3 2021	Quarter		Movement (%)	
		Q2 2021	Q3 2020	q-o-q	y-o-y
TOTAL REVENUE	84,678	82,923	71,877	2%	18%
EXPRESS (INCL SNS)	19,216	18,435	16,230	4%	18%
DOMESTIC	40,907	40,485	35,374	1%	16%
FREIGHT FORWARDING	17,328	17,015	14,545	2%	19%
LOGISTICS	2,824	2,789	2,640	1%	7%
OTHER	4,404	4,199	3,089	5%	43%
GROSS PROFIT (AED "000")	27,337	27,197	23,211	1%	18%
GROSS PROFIT MARGIN	32%	33%	32%	-1%	0%
TOTAL VOLUMES	1,678,868	1,607,303	1,653,483	4%	2%
VOLUMES DOMESTIC	1,598,090	1,529,994	1,577,974	4%	1%
VOLUMES EXPRESS	80,778	77,309	75,509	4%	7%

**Post period, the regional breakdown of volumes was corrected. Changes are minor and non material with no impact on total volumes at a Group level.*

REGIONAL PERFORMANCE | OTHERS

	Q3 2021	Quarter		Movement (%)	
		Q2 2021	Q3 2020	q-o-q	y-o-y
TOTAL REVENUE	7,517	8,156	11,566	-8%	-35%
EXPRESS (INCL SNS)	7,048	7,611	11,022	-7%	-36%
OTHER	469	546	544	-14%	-14%
GROSS PROFIT (AED "000")	33,806	42,500	48,406	-20%	-30%
GROSS PROFIT MARGIN	450%	521%	419%	-71%	31%

**Post period, the regional breakdown of volumes was corrected. Changes are minor and non material with no impact on total volumes at a Group level.*

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APPENDIX 2: FINANCIAL STATEMENTS HIGHLIGHTS



INCOME STATEMENT (AEDM)

	Q3 2021	Quarter		Movement (%)	
		Q2 2021	Q3 2020	q-o-q	y-o-y
REVENUE	1,461	1,571	1,467	-7%	0%
COST OF SERVICES	(1,105)	(1,182)	(1,058)	7%	-4%
GROSS PROFIT	356	389	408	-8%	-13%
OVERHEADS	(290)	(296)	(273)	2%	-6%
PROFIT FOR THE PERIOD	68	65	46	4%	47%
PROFIT FOR THE PERIOD NORMALIZED	30	65	99	-54%	-70%
EBITDA	163	193	169	-15%	-4%
EBITDA NORMALIZED	157	193	222	-19%	-29%

Q3 2020 is normalized by excluding nonrecurring provision of the damages caused by two major incidents, Lebanon's explosion and warehouse fire in Morocco.

Q3 2021 is normalized by excluding Infofort gain and BEY Insurance refund

INCOME STATEMENT (AEDM)

	30 Sep 2021	31 Dec 2020	Actual	Movement in %
CASH AND CASH EQUIVALENTS	1,151	1,255	-104	-8%
RECEIVABLES (NET)	1,076	1,094	-18	-2%
OTHER CURRENT ASSETS	353	272	81	30%
TOTAL CURRENT ASSETS	2,580	2,621	-40	-2%
ASSETS HELD FOR SALE	11	218	-207	-95%
PROPERTY, PLANT AND EQUIPMENT (NET)	980	957	23	2.5%
GOODWILL (NET)	1,031	1,136	-105	-9%
OTHER NON-CURRENT ASSETS	276	294	-18	-6%
FIXED ASSETS ROU	957	890	67	7%
TOTAL NON-CURRENT ASSETS	3,245	3,277	-32	-1%
TOTAL ASSETS	5,836	6,115	-279	-5%

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**APPENDIX 3:
STATED
STRATEGIC
PRIORITIES**



CROSS BORDER EXPRESS

- Continues to be the main growth driver for the business.
- We continue to see consumer preference for international shopping and we expect this trend to continue.
- We aim to significantly increase the flow from major hubs in the US, UK, Amsterdam, China, and Hong Kong to service our core markets in the Middle East and Africa.

DOMESTIC EXPRESS

- Retail activity returned to a degree of normalcy with the opening of shops and malls across many key markets.
- Competition intensified with new entrants focused on building topline and driving pricing pressure for the industry.
- In line with our investment objectives, we continue investing in capacity and scaling of ground operations to cater for customer demand and service.

SCALE AND EXPERTISE

- Continued leading position in last mile infrastructure in the region.
- Continued significant investment in technology, automation and customer experience to drive more efficient operations; and provide superior customer service.

NEW TRADE LANES

- Ambition to drive new trade lanes across the globe for e-commerce, such as London into Europe, Asia and Europe into Oceania, intra South East Asia, Europe into Americas, Asia and MENAT, and Americas into Europe.

BUSINESS INTELLIGENCE

- Leverage predictive analytics and data driven intelligence to deliver packages, with a focus on efficiency, reliability and customer experience.

ACQUISITIONS

- We see high potential for acquisitions in emerging markets such as Turkey, North Africa and South East Asia.
- We remain on the lookout for acquisition opportunities in GCC markets.

WAREHOUSE INFRASTRUCTURE

- Identified significant potential in the logistics sector which we intend to pursue aggressively.
- Invest in specialized warehouses to cater for high potential verticals such as cold chain, pharma, O&G, dangerous goods and FMCG.
- Scale up warehouse infrastructure beyond the main cities to provide extensive service coverage.

FREIGHT FORWARDING EXPERTISE

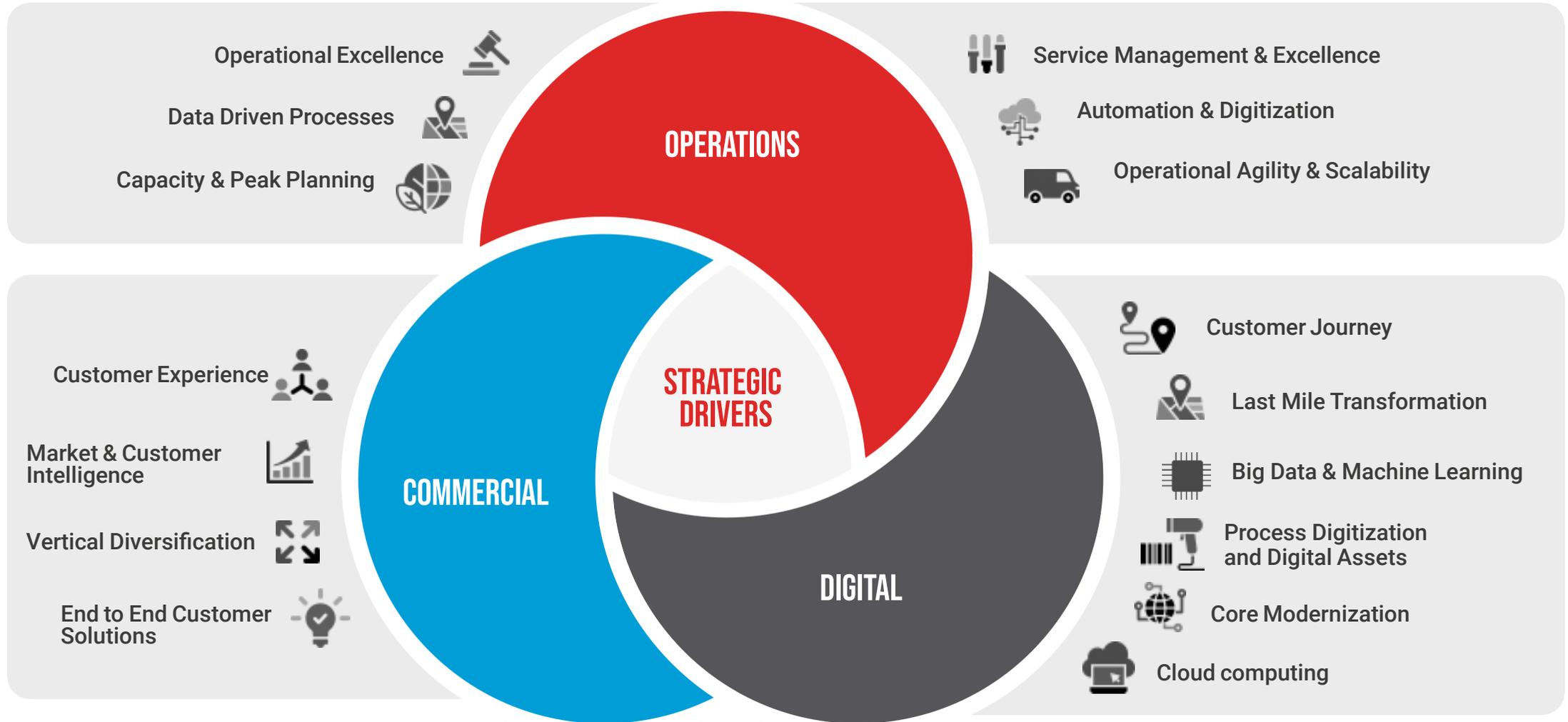
- Expand global footprint by growing our freight presence in existing and new locations.
- Investment in bringing industry experts onboard to help drive growth.

PARTNERSHIPS AND ALLIANCE

- Explore growth opportunities in core and emerging markets, leveraging and forming key partnerships and alliances globally.
- Capitalize on strategic support from our key shareholder ADQ to capture growth opportunities in Oil & Gas, Hospitals, Pharma and FMCG.

ACQUISITIONS

- The logistics cluster represents 28% of total revenue. We intend to aggressively pursue acquisitions in this sector in our core markets, and in markets that will enable trade flows into MENAT.
- Multiple acquisition opportunities have been identified in this cluster that will create strategic synergies, grow revenue, and solidify our market positioning in key markets.





CUSTOMER JOURNEY

Digitize the end to end customer engagement experience



DIGITAL PRODUCTS

led by modern application development product teams. Teams are lean, multi disciplinary and self led



CORE MODERNIZATION & CLOUD MIGRATION

Re-imagine core landscape and business logic to promote flexibility, agility, speed and scalability



LAST MILE TRANSFORMATION

Autonomous Last Mile Control, next generation delivery capacity



BIG DATA & ANALYTICS

Data driven organization, AI and Machine learning capabilities

MISSION:

Empower operations and business at Aramex to take data-driven decisions at scale to meet Aramex Goals.

DATA SCIENCE

 ADDRESS PREDICTION	 ROUTE OPTIMIZATION	 CONSUMER INTELLIGENCE	 CAPACITY PLANNING	 DATA ENABLEMENT PROGRAM	 BUSINESS INTELLIGENCE
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DATA & ML ENGINEERING

 10.2 T STORED IN THE DATA LAKE	 2 MILLION RECORDS INGESTED DATA ROWS EVERY 15 MINUTES	 1.5 M PREDICTIONS MADE EVERY DAY
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STRATEGIC PRIORITIES | LONG-TERM FOCUS AREAS

FOCUS AREA	Management Remains Focused on Long Term Growth Drivers
VERTICAL DIVERSIFICATION	Intensify growth and diversify into high potential verticals including Pharma, FMCG, Retail, O&G, Automotive, E-commerce
INFRASTRUCTURE INVESTMENTS	Hub, facility, technology and capacity expansions to enable us to scale to market dynamics and projections
DIGITIZATION AND TRANSFORMATION	Accelerate the digitization of customer experience, core infrastructure, and transform organization wide capabilities and technologies to manage the ongoing rapid pace of market demands and disruptions
SCALABILITY & AGILITY (SPECIALIZED OPERATIONS)	Optimization of operational processes, last mile capabilities, automation, and value added services to support business growth and customer demands.
ACQUISITIONS, ALLIANCES & PARTNERSHIPS	Continue to pursue strategic acquisitions and form key alliances and partnerships to accelerate value and synergy realization, expand geographical footprint, and strengthen market positioning
TALENT & EXPERTISE	Retain and acquire expertise to drive and nurture a performance driven organization

ARUN SINGH

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THANK
YOU

