



OUR CUSTOMER RELATIONSHIPS

Our Perspective

We believe that our own success depends on the success of our customers, and we must always regard our customers as a long-term business partner, and help their business to grow to our mutual benefit.

Long-Term Strategic Goal

Innovate and deliver a wide range of cost effective, secured, on-time, and customized services using the best technology solutions for our customers.

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2006 Highlights	2007 Goals	2009 Goals
<ul style="list-style-type: none"> ▪ Put in place an Interactive Frontline SharePoint on company intranet to share knowledge ▪ Established customer service structures across the network, key performance indicators, and customer service core values that would lead to creating a customer focused culture ▪ Launched The Golden Customer Service Award 	<ul style="list-style-type: none"> ▪ Maintain 95% in customer satisfaction ▪ Maintain 95% in on-time delivery rate ▪ Build capacity of frontline personnel across the network ▪ Increase customer tools access through aramex.com, PACK, and ePOD ▪ Increase Sage Accpac CRM development and utilization ▪ Structuring Contact Center processes, applications and procedures ▪ Conduct customer survey 	<ul style="list-style-type: none"> ▪ Positioning Aramex as the company of choice in the region ▪ Exceed 95% in customer satisfaction for all products and services ▪ Exceed 95% on-time delivery rate for all products and services

Our Customer Relationships

Overview

Aramex has a diverse customer base, totaling over 50,000 customers in the year 2006, spanning a broad geographic area, concentrated mainly in the Middle East, North Africa, Europe, South Asia and North America.

The customers' spectrum ranges from individuals to blue chip companies in both retail and wholesale. Aramex serves many customer segments including trading companies, pharmaceutical companies, banks, service and information companies, manufacturing and regional distribution companies and express companies.

In response to the growing diversity of its customers, Aramex is continuously developing and offering a broad range of services; from express services to door-to-door airfreight forwarding to customized special services. In addition to the broad range of services, we offer our customers value-added services to meet their ever increasing demands.

Customer Management

Aramex aims at continuously developing consistent, dependable and convenient interaction with customers in every point of contact to build better customer relationships.

We understand that being a customer focused organization means having a sustainable framework that involves focusing strategies, business processes, people, training, knowledge and organizational structures around customers in order to build strong customer relationships; hence the Aramex structure is team based. At the heart of its teams, Aramex Customer Teams are the single point of contact for customers. The teams manage the customer relationship from acquisition to service to strengthening. Using this model, Aramex provides customers with efficient, consistent and convenient interaction.

Customer teams are segment (industry) based, enabling further specialized and customized customer support on a sector by sector basis. This enables better understanding of customer needs and the building of a knowledgeable team to respond to customer needs and develop them further.

Over the next two years Aramex will further establish grass root principles, as follows:

Principle 1: Know more about customers; needs, value and anticipating relationship

Principle 2: Consolidate and make available all customer interaction information from all points of contact

Principle 3: Continuously develop a customer centric infrastructure that can consistently support the customized treatment of each customer

Principle 4: Assign dedicated people, process and technology resources to achieve profitable results

Ultimately, by implementing CRM solutions, customers can expect:

1. Lowered cost, and improved service
2. Increased efficiency and effectiveness
3. Improved communications
4. Integration of end-to-end business processes

Customer Service Core Values:

1. Empowerment
2. Timeliness
3. Customer Centric
4. Consistency
5. Proactiveness
6. Courtesy
7. Knowledge and Competency
8. Efficiency
9. Pride of Work

➤ Customer Service

Our customers entrust us with their valuable and important documents and goods, and entrust us to deliver these documents and goods on-time in order to meet their critical business and personal needs. We take this confidence and trust and responsibility extremely seriously.

On-time delivery rate			
	2004	2005	2006
% on-time delivery	NA	88%	94%

One of the ways in which we demonstrate our commitment to customer service is through providing excellent on-time services. In 2006, our overall on-time delivery rate was 94% covering the services and products that we offer our customers in every part of the world. Our international network allows us to successfully achieve this core commitment.

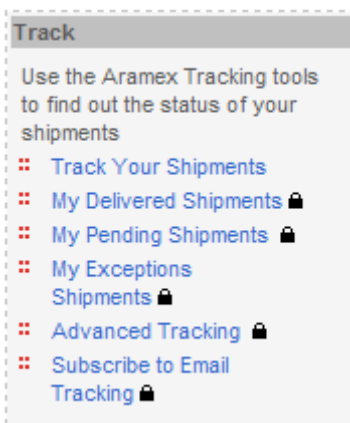
➤ Customer Management Tools

To facilitate customer interactions, Aramex has invested in its customer tools which are the means by which customers access or request Aramex services. Aramex Customer tools include aramex.com, PACK, and ePOD which are designed to provide customers with convenient channels and improve service at no cost to customers.

In managing customer relationship, Aramex addresses customers' needs through:

➤ Global Tracking System on www.aramex.com

Customers anywhere in the world at any time can communicate with Aramex to request various services and make inquiries. Customer in any part of the world, and through the global tracking system, can track in a speedy and simplified way all the outbound, inbound, and third party shipments.



www.aramex.com is designed with the customer in mind; where specific tabs are created to ensure ease of use; "My Delivered Shipments", "My Pending Shipments", and "My Exceptions Shipments". Customers can also prepare their shipments online and, print waybills, create and manage their address books, view shipment history, and generate customized reports. Online booking will automatically trigger a pickup request which is directly queued with the dispatcher for the shipment origin entity.

PACK is a software that allows account customers to manage their shipping needs electronically. PACK enables customers to build consignee lists, alert shipments, and provides online communication. PACK interfaces with Aramex systems online to send and receive shipments information.

ePOD is the Electronic Proof Of Delivery. With ePOD customers can be notified on the status of their shipments from pickup time till delivery through their email or fax. The service saves customers the cost and time of manually tracking their shipments. ePOD notifications can be customized to suit customer business needs.

➤ Contact Center

Aramex is investing in further developing contacting centers to enable customers to communicate seamlessly, through voice, web, email, fax, WAP, and XML. Currently, contact centers handle the majority of shipment tracking and pickup requests placed by customers.

➤ Customer Engagement

Aramex engages customers, mainly, through its Customer Teams. Additionally, Aramex conducts tailor-made surveys to gather customers' feedback and measure their satisfaction with services offered.

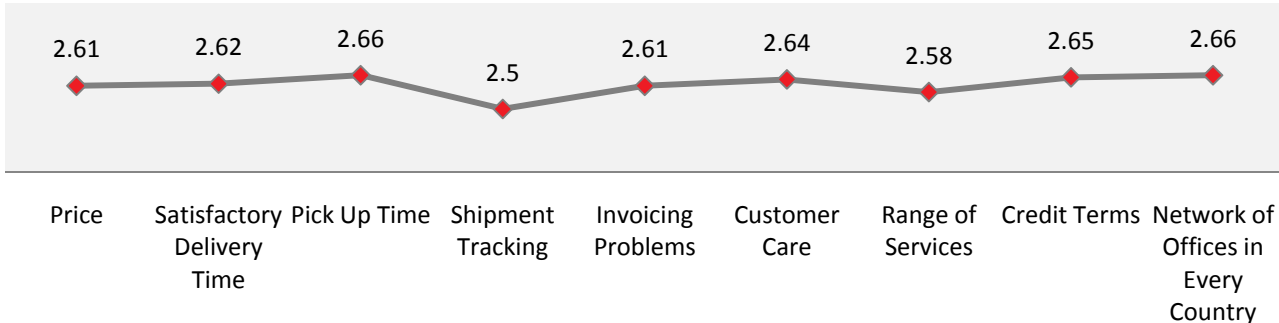
In 2004, an independent market research company conducted a comprehensive survey in Amman, Dubai, Kuwait, Riyadh, Jeddah, Cairo, and Beirut, reaching for more than 1000 customers to study their satisfaction towards the eight listed attributes:

1. Professionalism
2. Customer Care
3. Speed
4. Flexibility
5. Wide Range of Services
6. Competitive Pricing
7. Friendliness
8. Global Coverage

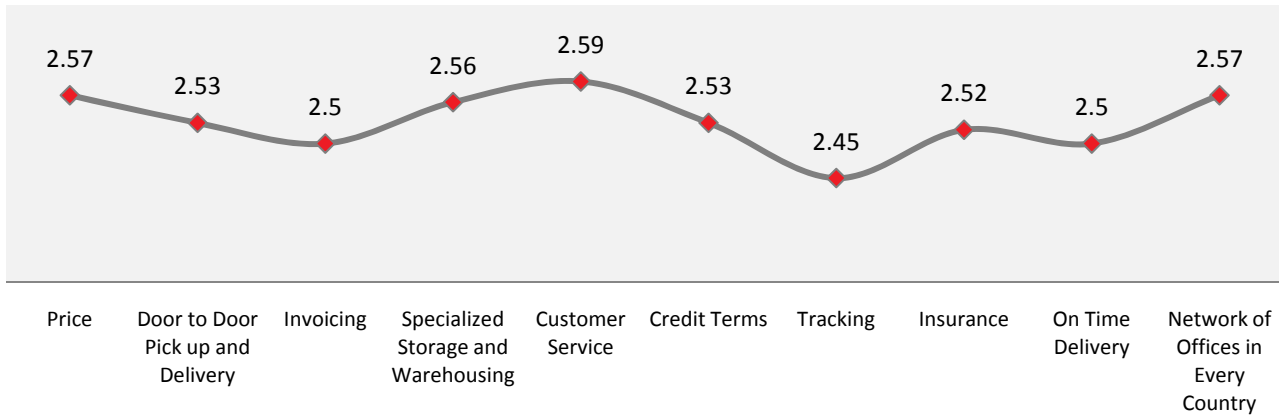
Based on the customers' responses across all target stations, Aramex scored an average of 95% for its well rounded services in the Express, Domestic and Freight services.

	Express	Freight	Domestic
Performance Ratings	96%	94%	96%

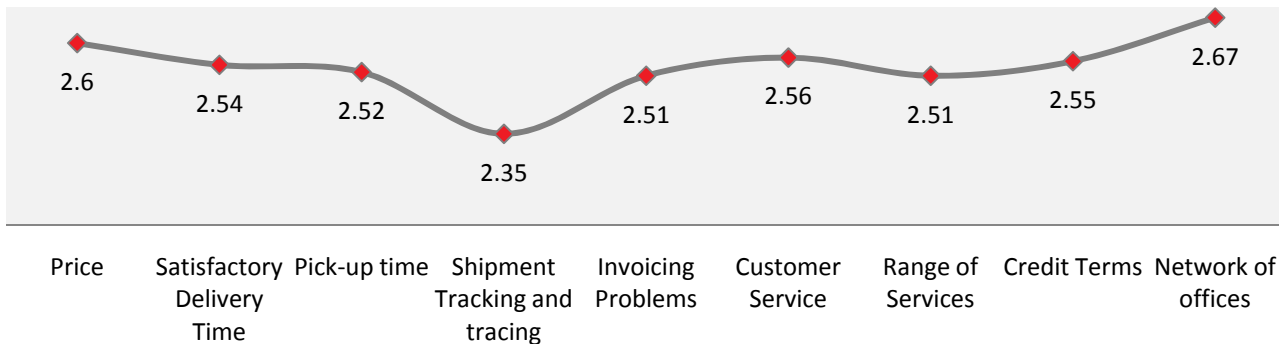
Performance Rating (Out of 3) on Express



Performance Rating (Out of 3) on Freight



Performance Rating (Out of 3) on Domestic



Aramex has initiated a customer surveying process, which will ensure tracking customer perception online through the CRM system. These surveys will serve as a continuous customer feedback on Aramex and its service and be a platform of engaging customers. In 2007, a survey and focus group sessions will be conducted to cover more regions and a bigger segment of customers to calculate their overall satisfaction.

➤ **Service Level Measurement**

Aramex runs regular monitoring of service levels provided to customers through its quality of service standards audit system. Aramex currently has set standards that can be audited automatically by the system. In addition to regular timely audits, this system enables entities to self-measure their performance. These audits provide tools for Customer Teams to proactively resolve discrepancies before escalation. We are working on further building the Customer Relationship Team capacity for frontline personnel across the network, and providing the empowerment tools for them to promote resolving customer issues on the spot.

➤ **Care for the customers' documents and goods and Customer Privacy**

We take all steps possible to ensure that shipments are not damaged or lost. Through Aramex tracking system, all shipments can be traced. The customer Relationship Management Team has a clear and set polices to handle any customers complaints.

Our policy is to ensure all sufficient conditions are set to protect customer confidentiality, and to never compromise or allow customers' information to leak, directly or indirectly, knowingly or negligently, as stated in our Code of Conduct and internal policies. To our knowledge, there were no breaches of customer privacy or any substantiated complaints regarding breaches of customer privacy and losses of data. We are working to ensure that any personal data is always protected and handled in privacy according to best practices, and governing laws and regulation.

➤ **Responsible Marketing**

Our approach to marketing is to provide truthful and accurate information about our products and services, in a creative and straightforward manner. Also our sales approach through specialized 'Aramex Teams' allows us to market our services directly to customers rather than through a third party.

There were no substantiated complaints regarding breaches of customer privacy or instances of non-compliance with copyright laws in our marketing communications.

➤ **Product and Service Compliance with Laws**

There were no instances of significant monetary fines or non-monetary sanctions for non-compliance with laws and regulations, concerning the provision and use of products and services"