

Looking Forward - Summary of Commitments

Key Issue	Key Area and 2007 Goals	2009 Goals
Economic Growth	<p>Achieve continued growth and recognition</p> <ul style="list-style-type: none"> ▪ Growth in revenue of 18% ▪ Growth in profitability of 20% 	<ul style="list-style-type: none"> ▪ To be recognized as the 5th global logistics and express transportation company by 2010
Customer Relationships	<p>Our Customer Relationships</p> <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 ▪ Exceed 95% in customer satisfaction for all products and services. ▪ Exceed 95% in on-time delivery rate for all products and services
Human Resources	<p>Putting Sustainability at the heart of Aramex culture</p> <ul style="list-style-type: none"> ▪ Implement corporate-wide training on Sustainability ▪ Establish global network of champions ▪ Integrate into performance appraisals <p>Engaging Employees</p> <ul style="list-style-type: none"> ▪ Use AccountAbility1000 Stakeholder Engagement Standard to enhance quality of engagement <p>Opportunities for Development</p> <ul style="list-style-type: none"> ▪ Launch of Aramex Corporate University ▪ 20 average hours training per employee ▪ 13% women in middle management <p>Global Workplace Conditions</p> <ul style="list-style-type: none"> ▪ Conduct a review of our labor performance against the SA8000 <p>Employee Satisfaction</p> <ul style="list-style-type: none"> ▪ Establish Employee Satisfaction Index ▪ Enhance benefits and address any gaps in benefits across all stations 	<ul style="list-style-type: none"> ▪ Have sustainability recognized as overall management framework ▪ Aramex 'Culture of Sustainability' is well-known throughout the region ▪ Accelerated rate of innovation ▪ Be in a position to assure quality of engagement against AA1000 ▪ 40 average hours training per employee, with 100% coverage ▪ Women in management: 10% senior, 20% middle, 25% leaders ▪ All stations capable of successful certification against SA8000, with regular internal monitoring – This extends to major sub-contractors ▪ 80% average of 'Excellent' score in satisfaction survey ▪ Secure a Top 10 ranking in any external 'Best Places to Work' surveys in the Middle East
Health and Safety	<p>Create a Safety Culture</p> <ul style="list-style-type: none"> ▪ Establish H&S Index to measure degree to which safety is equated to corporate culture <p>Health and Safety Management Systems</p> <ul style="list-style-type: none"> ▪ Design and implement H&S management system based on OHSAS18000 ▪ Begin tracking of H&S KPIs <p>Achieve Dramatic Performance Improvement</p> <ul style="list-style-type: none"> ▪ Significantly expand H&S training (both road safety and warehouse safety) ▪ Undertake warehouse safety equipment audit ▪ Establish a baseline accident rate per- 	<ul style="list-style-type: none"> ▪ Achieve 80% average 'Excellent' score on H&S Index ▪ Be capable of certification against to OHSAS18001 ▪ 50% reduction in accident rate ▪ 50% reduction in lost-time frequency rate ▪ 0 fatalities

	<ul style="list-style-type: none"> shipment, and achieve 10% reduction Establish baseline lost-time injury rate and achieve 10% reduction 0 Fatalities 	
<p>Traffic, Noise, and Healthy Cities</p>	<p>Reduce Noise Impact</p> <ul style="list-style-type: none"> Begin systematic tracking of noise complaints and develop policy Commitment to move Abu Dhabi outgoing operations center in response to community input <p>Ensure Safe and Courteous Driving</p> <ul style="list-style-type: none"> Implement systematic tracking of complaints against couriers and solutions undertaken; establish baseline performance <p>Reduce road congestion and driving time</p> <ul style="list-style-type: none"> Implementation of Route Optimization technology in pilot stations 5% reduction in driving delivery time in pilot stations <p>Reduce Emissions</p> <ul style="list-style-type: none"> Establish baseline measures for NOx and other road fleet emissions per shipment, and achieve 15% reduction, as per environment section 	<ul style="list-style-type: none"> 50% reduction in related community complaints 50% reduction in related community complaints 10% reduction in driving delivery time Participation in multiple ‘sustainable city’ dialogues, and development of at least 2 corresponding innovative services 50% reduction in NOx and other road fleet emissions per package, as per environment section
<p>Investment in Society</p>	<p>Amount of contributions and geographical distribution</p> <ul style="list-style-type: none"> 1% of pre-tax profits donated annually Significant increase in the geographic distribution of funds <p>Focus on theme of ‘Reducing Marginalization through Inclusion and Empowerment’. Includes sub-themes of Youth Empowerment; Sustainable Community Investment; and Emergency Relief</p> <ul style="list-style-type: none"> Positively impact 100,000 marginalized people and families Youth Empowerment: 180 young people significantly impacted Sustainable Community: Continued financial and in-kind investment in Jabal Al-Natheef pilot initiative Emergency Relief: Respond to major emergencies with campaigns to leverage support and contributions, coordinated shipping, and on-the-ground logistics support <p>Implement a model for categorizing, managing and measuring impact and performance of our investment in society</p> <ul style="list-style-type: none"> Strengthen our model using the London Benchmarking Group model Improved ability to measure our impacts: Determine best means to measure impact at Jabal Al-Natheef, and begin tracking 	<ul style="list-style-type: none"> 1% of pre-tax profits donated annually Alignment within 10% of revenue distribution, with the exception of greater weighting for regions with greatest need Positively impact 300,000 marginalized people and families Youth Empowerment: Increase impact by 10% per year (300 young people in 2009 and 3-year total of 500) Sustainable Community: Apply lessons learned with Jabal Al-Natheef pilot initiative to a wider range of initiatives across the countries where Aramex operates Emergency Relief: Expand use of our core competencies to support chronic emergencies and marginalized populations Our ‘Investment in Society’ plan, actions, and measures can be audited against the LBG Established measurement of our ‘Investment in Society’ impacts, and measured year-over-year performance improvements

<p>Business Partners and GDA</p>	<p>Enhanced reach through the GDA</p> <ul style="list-style-type: none"> ▪ Continued role as ‘operations manager’ for the GDA ▪ Launch and coordinate a Sustainability experience sharing and training forum for the GDA 	<ul style="list-style-type: none"> ▪ Have successfully encouraged full tracking of greenhouse gas emissions among GDA partners ▪ Have contributed to a significant reduction in emissions per shipment across the GDA
<p>Climate change, environment, and Sustainability Innovation</p>	<p>Create a Sustainability Innovation Culture</p> <ul style="list-style-type: none"> ▪ Establish a Sustainability Innovation Index to measure degree to which innovation is linked to sustainability considerations <p>Establish Environmental Management System (EMS)</p> <ul style="list-style-type: none"> ▪ Design and implement EMS based on ISO14000 ▪ Begin tracking of environmental KPIs ▪ Significantly expand environment-related training <p>Achieve Dramatic Performance Improvement</p> <p>Emissions-related:</p> <ul style="list-style-type: none"> ▪ Reduce Emissions: 15% reduction per shipment (includes NOx, others) ▪ Reduce Fuel Consumption: 5% reduction per shipment ▪ Reduce driving time: 5% reduction ▪ Transition type of vehicle fuel used: Transition at least 2 stations from leaded to unleaded ▪ Transition of vehicle fleet towards LEV (lower-emission vehicles), ULEV, SULEV and other alternative fuel vehicles (such as PZEV): <ul style="list-style-type: none"> ▪ Upgrade 33% of fleet one category ▪ Purchase or lease 2 hybrid electric vehicles <p>Reduce, Re-use, Recycle:</p> <ul style="list-style-type: none"> ▪ Increase recycling of packaging and recycled content, and set end 2009 targets ▪ Reduce water consumption by 5% ▪ Reduce paper consumption by 5% and achieve 10% paper recycling <p>Develop Innovative ‘Sustainability Services’</p> <ul style="list-style-type: none"> ▪ Take initial steps towards development of ‘low carbon’ and ‘carbon neutral’ shipping services ▪ Identify top ‘sustainability service’ opportunities related to reducing traffic impacts helping shape ‘Sustainable Cities’, and introduce at least one innovation 	<ul style="list-style-type: none"> ▪ Achieve 80% average ‘Excellent’ score on Sustainability Innovation Index ▪ All stations capable of certification against ISO14001 <p>Emissions-related:</p> <ul style="list-style-type: none"> ▪ Reduce Emissions: 50% reduction per shipment (includes NOx, others) ▪ Reduce Fuel Consumption: 20% reduction per shipment ▪ Reduce driving time: 10% reduction ▪ Transition fuel type: 100% transition from leaded to unleaded ▪ Transition of fleet towards LEV, ULEV, SULEV and other alternative fuel vehicles (e.g., PZEV) <ul style="list-style-type: none"> ▪ 50% of fleet at Euro 4 or higher ▪ Minimum of 10 hybrid electric vehicles <p>Reduce, Re-use, Recycle:</p> <ul style="list-style-type: none"> ▪ Achieve 2009 targets for recycling of packaging and recycled content ▪ Reduce water consumption by 20% ▪ Reduce paper consumption by 25% and achieve 90% paper recycling <ul style="list-style-type: none"> ▪ 2% of revenues from carbon neutral services ▪ 2% new successful ‘Sustainable City’ services
<p>Catalyzing Sustainability</p>	<ul style="list-style-type: none"> ▪ Launch our Sustainability Report as a regional leadership example ▪ Establish two Sustainability Excellence Leadership Forums – one for leadership companies in the Middle East, North Africa, and Gulf; one for the GDA 	<ul style="list-style-type: none"> ▪ Be the sustainability performance and reporting leader, as ranked by public opinion, sustainability indices, and relevant major international sustainability rankings ▪ Engage at least 20 other companies plus GDA members in Sustainability Excellence Leadership Forums