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“E-COMMERCE HAS A GREAT POTENTIAL FOR GROWTH AND WE WILL CONTINUE TO INNOVATE AND STAY AHEAD OF THIS TREND TO MAINTAIN OUR POSITION AS A MARKET LEADER.”

IYAD KAMAL

Considered to be the disruptive leader in the global logistics and transportation industry, Aramex has grown organically in its core markets and through acquisitions in key strategic markets with a focus on the eCommerce industry.

CHIEF OPERATING OFFICER
ARAMEX

_BIOGRAPHY WITH A BSC IN BUSINESS ADMINISTRATION FROM THE UNIVERSITY OF JORDAN AND MASTERS OF ARTS DEGREE IN ECONOMICS FROM BOWLING GREEN STATE UNIVERSITY, HE JOINED ARAMEX IN 1991, REACHING THE POSITION OF CHIEF LOGISTICS OFFICER IN 2007 AND IS COO SINCE 2010. HE IS AN ACTIVE MEMBER OF THE COMPANY'S GLOBAL MANAGEMENT TEAM AND IS ACTIVELY INVOLVED IN ITS GLOBAL OPERATIONS.

IYAD KAMAL

ONE OF THE REASONS BEHIND ARAMEX'S SUCCESS TODAY IS ITS ASSET-LIGHT BUSINESS MODEL. TODAY ARAMEX IS ALSO IMPLEMENTING A VARIABLE COST MODEL INTO ITS BUSINESS MODEL. HOW DO YOU SEE THIS BENEFITING THE OVERALL COMPANY STRATEGY?

At Aramex, our asset-light business model has been a competitive differentiator for us since inception. Today and to accommodate to the ever-changing market demands, we have incorporated a technology-driven variable business model, to be able to scale up and down and quickly adapt to the seasonality and dynamics of the business, especially in the e-commerce industry, ensuring that our operations and financial performance are minimally impacted.

As part of this strategy, we are partnering with companies who have innovative technology platforms such as what3words, the global addressing platform. We are also investing in delivery start-ups like Grab and Logisure in India, and Shippify in South America, to make our last-mile delivery solutions more convenient, accurate and cost efficient. In 2016, we launched our new Aramex Mobile App, a key milestone in the transition to being a more technology-based enterprise; it uses state-of-the-art technology, including live-tracking and in-app payment, to provide our customers with a platform to manage their shipments, making the delivery experience a more efficient one. The consumer app coincided with the launch of the e-courier app, which enables couriers to manage their entire delivery tasks using their smartphones.

We have also invested in big data to professionally and accurately analyze customer behaviors, preferences, and habits; utilizing such insights will help enhance the quality and efficiency of the services we offer. Additionally, we introduced the new Checkout Solution as part of the Aramex eCommerce offerings, a tool that dynamically provides shoppers with personalized delivery options and calculates duties and taxes through a simple and reliable API.

ARAMEX'S TOP PRIORITY REMAINS ON DEVELOPING ITS BUSINESS IN EMERGING MARKETS AND ON DELIVERIES FROM ONLINE SALES. WHAT ARE YOUR OBJECTIVES FOR THE NEXT YEAR?

Aramex's expansion strategy focuses on the emerging markets in Africa, South Asia and Asia Pacific while maintaining our strong position as market leaders in the MENA region. Over the past few years, we have completed a number of strategic acquisitions and JV's across key growth markets, such as South Africa, Sub-Saharan Africa, Turkey, China, Southeast Asia and Asia-Pacific. We have also expanded our operations in the Indian sub-continent. An example of this is our newly formed joint venture with Australia Post, which gives us access to every post office worldwide. This JV was launched under the name "Aramex Global Solutions" a hybrid product accessible through postal offices worldwide. Additionally, in 2016 we fully acquired Fastway Limited, which further strengthened our presence in Australia and New Zealand.

"ARAMEX'S EXPANSION STRATEGY FOCUSES ON THE EMERGING MARKETS IN AFRICA, SOUTH ASIA AND ASIA PACIFIC WHILE MAINTAINING OUR STRONG POSITION AS MARKET LEADERS IN THE MENA REGION."

In terms of objectives, we will continue our focus on serving the B2B industry segment, but e-commerce will also be a key priority for us in 2017. The sector continues to develop at a rapid pace, especially in the MENA region and emerging markets. This increasing demand for e-commerce services will only continue to shape

the logistics industry. E-commerce has a great potential for growth and we will continue to innovate and stay ahead of this trend to maintain our position as a market leader.

WHAT WOULD BE YOUR MESSAGE TO FOREIGN INVESTORS WHO ARE INTERESTED IN INVESTING IN THE KINGDOM?

The MENA region continues to establish itself as an emerging hub for business. The logistics industry, in particular, is growing at a rapid pace and is expected to generate over \$15 trillion in revenues by 2024, according to estimates.

Jordan is quickly emerging as an attractive investment destination due to ongoing initiatives from the government towards diversifying the economy and increasing investment in infrastructure, we expect the Kingdom's transportation and logistics industry to continue to grow and further prove itself for foreign investment.

Jordan has always been a key stronghold for Aramex, from the establishment of our first office in Amman, it remains a strategic location for supporting our network and hosting the Global Support Office, which is considered a center of excellence, and a pool of talent for the wider Aramex network.



IN FIGURES

US\$1.17 BILLION

Revenues in 2016, up 16% compared to last year

37% INCREASE

Aramex profits reached US\$116.1 million in 2016

18.000 EMPLOYEES

Working in 567 offices distributed in 69 countries