remi

CONFIDENTIAL

EXECUTIVE SUMMARY · JUNE 2026

# Executive Summary

Cross-border money movement infrastructure • Corridor-led launch: UAE to Egypt, EU to Morocco

EXECUTIVE SUMMARY

# Cross-border money movement, built as infrastructure

Remi connects regulated financial institutions, digital-asset-enabled settlement rails, and local payout environments into one coordinated network. It is not a single consumer remittance app. It is the infrastructure layer that moves value across supported corridors and participant types.

Issuer: Remi • Contact: hello@remi.ae • June 2026 · Confidential

**IN ONE LINE**

Remi launches on a disciplined, corridor-led path: start with UAE to Egypt and EU to Morocco, activate the first participant and the first execution path, prove corridor economics and payout reliability, then expand into broader corridor depth and more money-movement categories. Remitty, the first network participant, generates the early flow that proves the infrastructure works under live conditions. The company thesis is the network, not any one app on top of it.

01 Remi in one view 2
02 Why this opportunity exists 3
03 Current launch configuration 4
04 Commercial model in plain terms 5
05 What the benchmark evidence shows 6
06 Financial model summary 8
07 CAC and go-to-market logic 10
08 Roadmap and expansion logic 11
09 Why Remi can win 12
10 Main risks to watch 13

# 01 Remi in One View

Remi is a cross-border money movement infrastructure company built to connect regulated financial institutions, digital-asset-enabled settlement rails, and local payout environments. The company is not being built as a single consumer remittance app. It is being built as the infrastructure layer that can coordinate cross-border value movement across supported corridors and participant types.

## 1.1 The launch logic is disciplined

01 Start with the first two corridors: UAE to Egypt and EU to Morocco.

02 Activate the first participant and the first execution path.

03 Prove corridor economics and payout reliability under live volume.

04 Expand into broader corridor depth and more money-movement categories.

UAE → Egypt | EU → Morocco | First participant: Remitty | Launch: 2Q 2026

## 1.2 Remitty is the wedge, not the thesis

Remitty is the first network participant and the first consumer-facing wedge. It exists to generate flow, validate the first corridor, and provide proof that the infrastructure works under live conditions. It is not the company thesis by itself.

> **The company thesis is the network. Remitty is the first proof that the network runs.**

## 02 Why This Opportunity Exists

Cross-border money movement remains large, recurring, and structurally inefficient. The flows are real and the corridors Remi opens with are among the deepest in the world.

| | | |
|---|---|---|
| **$800B+**<br>Global remittance, annually | **$45B+**<br>Received by Egypt, annually | **$13B+**<br>Received by Morocco, annually |
| **$4B+**<br>UAE to Egypt pilot corridor<br>annual transfers | **$11B+**<br>EU to Morocco pilot corridor<br>annual transfers | **$300B+**<br>Stablecoin market cap, 2026 |

FIG. 1 Market anchors. The two pilot corridors alone represent more than fifteen billion dollars in annual transfers, inside far larger national flows.

### 2.1 The problem is coordination, not capability

The problem is no longer whether value can move digitally. It can. The problem is that regulated, payout-ready, corridor-specific execution remains fragmented across five separate layers:

- **Compliance** layer
- **Routing** layer
- **Settlement** layer
- **Liquidity** layer
- **Payout** environments

THE GAP

Each layer works on its own, but no one coordinates them end to end for a specific corridor with regulated payout at the far end. Remi is designed to coordinate these layers rather than replace all of them.

## 03 Current Launch Configuration

The launch configuration is built around a partner-led structure that lets Remi activate corridors without waiting to fully internalize every regulatory and operational capability in-house. It shows the company is already being shaped as a real operating network, not only a conceptual protocol.

**TABLE 1** The current launch stack

| PARTNER | ROLE IN THE LAUNCH NETWORK |
|---|---|
| **Remitty** | First network participant and consumer-facing wedge |
| **Ruya Bank** | Origin-side banking layer |
| **Fuze Finance** | Regulated off-ramp for digital-asset-enabled flow |
| **Lulu Exchange** | First exchange house: corridor execution and settlement handoff |
| **EG Bank** | Recipient-side payout layer |
| **IPN** | Local instant payout rail into Egypt |

FIG. 2 The launch stack spans origin banking, regulated off-ramp, exchange-house execution, and Egyptian payout. The corridor is assembled from named, operating partners.

# 04 Commercial Model in Plain Terms

Remi monetizes through two early mechanisms, plus float economics on settlement liquidity.

FLOW A

### Remi-originated flow

Remitty-generated consumer flow routed through the first exchange house. This is a direct cost of execution for early retail volume.

- First 6 months: the exchange house charges Remi $0.30 per transaction.
- Thereafter: $0.50 per transaction.

FLOW B

### Exchange-house-originated flow

The first exchange house using Remi infrastructure for its own corridor activity. This is the first form of pure infrastructure monetization.

- First 6 months: waived.
- Thereafter: Remi charges $0.10 per transaction.

## 4.1 Float economics

All interest generated from corridor settlement liquidity accounts belongs to Remi.

## 4.2 Corridor readiness and operating liquidity

The first exchange-house launch path should not be read as a hard minimum pre-funding commitment. It is better understood as an indicative operational liquidity ramp tied to corridor activation and expected routing behavior.

**Start of live ops**
~$250K daily T-1 routing

RAMP TO →

**By month 12**
~$2.5M daily routing

Higher daily routing is expected as onboarding completes, integration performance is validated, and more of the partner's existing corridor flow is redirected onto the Remi network. This should be read as an agreed operating ramp contingent on successful integration and performance, not as a fixed contractual minimum balance.

# 05 What the Benchmark Evidence Shows

We now have a real observed transfer benchmark based on receipts and rate snapshots, measured all-in (fees plus FX) against receiving time.

TABLE 2 Observed all-in cost comparison

| PROVIDER | ALL-IN COST | RECEIVING TIME |
|---|---|---|
| Bank to bank | 6.99% | 48h |
| Exchange house A | 8.53% | 48h |
| Exchange house B | 8.46% | 24h |
| TapTap Send | 1.23% | ~4h |
| Remi benchmark | 1.09% | <1 min target |

## 5.1 What this means commercially

CONCLUSION A

### Wide room vs. traditional

Remi's observed benchmark is dramatically cheaper than the bank and exchange-house samples.

CONCLUSION B

### Tight vs. the best digital

Versus TapTap at 1.23%, Remi at 1.09% still leads, but the room is narrow.

CONCLUSION C

### A launch comparison

This is a launch benchmark, not a universal company pricing rule. It assumes 0% FX markup for Remi in the benchmark itself.

## 5.2 The margin math on a 500 AED ticket

On the 500 AED benchmark ticket, Remi's current user fee of $1.50 equals 5.51 AED, or 1.09% of total paid. The first exchange-house execution cost equals 1.10 AED in the first 6 months and 1.84 AED thereafter, leaving gross transaction-margin room of:

| 4.41 AED | 3.67 AED |
| --- | --- |
| Gross margin room, first 6 months | Gross margin room, thereafter |

Relative to the strongest digital benchmark, the room to add all-in cost before losing the cheaper-than-TapTap position is only about 0.71 AED on a 500 AED ticket, roughly 14 bps of principal. The current DDQ language supports broader commercial headroom over time: no FX spread at launch on the retail benchmark, up to roughly $0.80 of FX room relative to competition over time, and up to roughly $4 to $5 per transaction of fee room relative to competition over time.

**THE DISCIPLINE**

There is wide room versus traditional providers but tighter room versus the strongest digital benchmark. At the retail layer, Remitty should stay disciplined on launch pricing and win on speed, payout reliability, and convenience rather than on hidden FX expansion. The broader company model does carry FX margin in selected streams, particularly B2B cross-border payouts and freelancer payouts.

# 06 Financial Model Summary

The current model is already structured as a multi-stream platform, not a single-product app. It carries five revenue streams.

Remi Network | Remitty | Payroll | B2B cross-border payouts | Freelancer payouts

## 6.1 Launch timing in the current model

| STREAM | GO-LIVE |
|---|---|
| **Remi: UAE to Egypt** | May 2026 |
| **Remi: EU to Morocco** | Sep 2026 |
| **Payroll** | Nov 2026 |
| **B2B cross-border payouts** | Feb 2027 |
| **Freelancer payouts** | Feb 2027 |

## 6.2 Current financial output

**$1.25M**
Year 1 revenue
Net income: ~$(39K)

**$17.62M**
Year 2 revenue
Net income: ~$9.87M

## 6.3 Revenue mix in the model

TABLE 3 Revenue by stream, Year 1 and Year 2

| STREAM | YEAR 1 | YEAR 2 |
|---|---|---|
| Remi Network | $0.86M | $12.05M |
| Remitty | $0.20M | $4.35M |
| Payroll | $0.10M | $0.32M |
| B2B payouts | $0.02M | $0.15M |
| Freelancer payouts | $0.08M | $0.74M |
| **Total** | **$1.25M** | **$17.62M** |

## 6.4 Profitability path

OPERATING LEVERAGE

EBITDA turns positive in January 2027 and net income turns positive in January 2027. The model supports a clear story: Year 1 is a corridor activation year, while Year 2 starts to show the operating leverage of the network model. By Year 2 the Remi Network line, at $12.05M, dominates the mix rather than Remitty.

# 07 CAC and Go-To-Market Logic

The go-to-market strategy is split correctly between the network and the wedge.

REMI GTM

### The network

Corridor activation, partnerships, and participant pipeline. Slower to move than consumer acquisition, but it is what compounds.

REMITTY GTM

### The wedge

Sender acquisition, trust, repeat behavior, and retention. The flow that proves the corridor.

## 7.1 Remitty acquisition assumptions

| ASSUMPTION | VALUE |
|---|---|
| **Starting users** | 3,000 |
| **User fee** | $1.50 |
| **Transaction value** | $250 |
| **Transactions per active user** | 4 |
| **CAC per user** | $10 |
| **Retention spend** | $2.50 |
| **Active user ratio** | 80% |

HOW TO READ CAC

CAC should not be read as a raw paid-media number alone. It should be read together with repeat send behavior, referral contribution, retention performance, and corridor maturity.

# 08 Roadmap and Expansion Logic

The roadmap remains Remi-first and corridor-led. Each phase establishes something the next one relies on.

PHASE 1 · 2Q 2026

### Market entry

Early operations, first corridor activation, first participant live, operating proof established.

PHASE 2 · 4Q 2026

### Depth

Corridor and participant depth increase, payroll and payout layers broaden, infrastructure throughput base expands.

PHASE 3 · 2Q 2027

### Maturity

Network maturity and deeper economic architecture. Token mechanics become relevant, but remain secondary to operating proof.

## 8.1 Corridor sequence

**Year 1**

UAE → Egypt

EU → Morocco

**Year 2**

Egypt → UAE

EU → Egypt

## 8.2 Phase 3 corridor depth

**Send markets**

- UAE
- Saudi Arabia
- Kuwait
- Qatar

**Receive markets**

- Egypt
- India
- Pakistan
- Bangladesh
- Nigeria
- Kenya

### 8.3 Phase 4 corridor scale

Add send markets: the European Union and the United Kingdom.

# 09 Why Remi Can Win

Remi has four credible advantages if execution holds.

ADVANTAGE 1

### It solves a real infrastructure gap

Many competitors either own distribution without modern coordination efficiency, or own technical rails without complete payout readiness.

ADVANTAGE 2

### It launches with a practical stack

The launch configuration is not theoretical. It is already organized across banking, off-ramp, exchange-house execution, and Egyptian payout layers.

ADVANTAGE 3

### Clear economic room

The observed transfer table shows meaningful room to outperform banks and exchange houses on all-in economics.

ADVANTAGE 4

### It shifts toward infrastructure revenue

Year 2 is dominated by the Remi Network line rather than only by Remitty: exactly what investors should want to see in a Remi-first story.

# 10 Main Risks to Watch

We state the principal risks plainly.

### The first corridor matters disproportionately

The launch story still depends heavily on the first corridor and the first participant configuration. If that configuration slips, the proof point slips with it.

### Retail price leadership is tight

There is significant room versus traditional incumbents, but more limited room to widen pricing while staying cheaper than the strongest digital benchmark.

### Partnership and infrastructure sales take time

The Remi-side pipeline will move more slowly than pure consumer acquisition, and the network value depends on that pipeline.

### The model still reflects a launch phase

The current financial model should be read as a launch and scaling model, not as a complete view of all future corridors.

---

01 This executive summary is for informational purposes only and does not constitute an offer to sell or a solicitation to buy any security or financial instrument. Figures reflect the current financial model and observed benchmark set and are subject to change. Forward-looking statements carry risk and uncertainty; actual results may differ. See Section 10 for a discussion of risks. Contact: hello@remi.ae.