

EXECUTIVE SUMMARY • JUNE 2026

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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.

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IN ONE LINE

Remi launches on a disciplined, corridor-led path: start with EU to Morocco and UAE to Egypt, 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: EU to Morocco and UAE to Egypt.
- 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.

EU → Morocco

UAE → Egypt

First participant: Remitty

Launch: 3Q 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

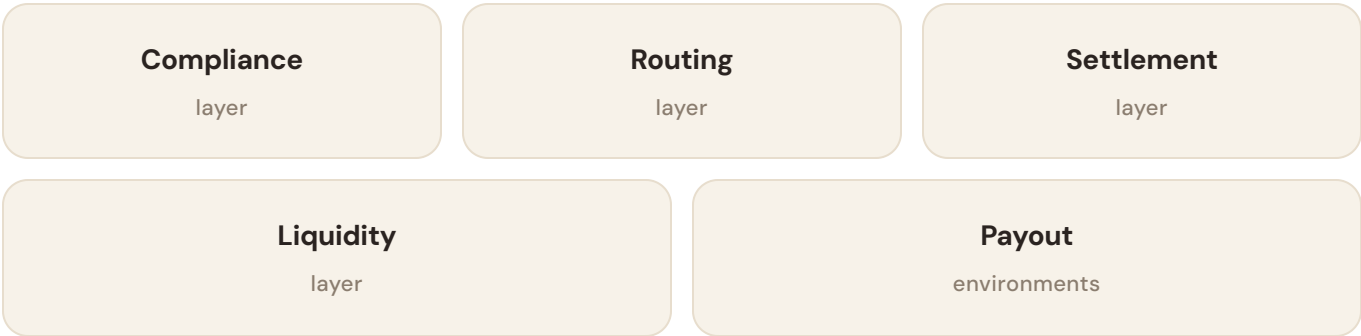
Cross-border money movement remains large, recurring and structurally inefficient. The flows are real and the corridors Remi opens with are among the deepest in the world.

\$800B+ Global remittance, annually	\$45B+ Received by Egypt, annually	\$13B+ Received by Morocco, annually
\$4B+ UAE to Egypt pilot corridor annual transfers	\$11B+ EU to Morocco pilot corridor annual transfers	\$300B+ 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:



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 Institutional partnerships across the launch corridors

PARTNER	REGION	ROLE	STATUS
Paysend	Europe	MTO and banking partner	In progress
belmoney	Europe	Banking partner	In progress
EG Bank	Egypt	Banking partner and IPN payout node	Integrating
Chari BaaS	Morocco	Banking partner	Integrating
Fuze Finance	UAE	Crypto on-ramp / off-ramp (VARA)	Integrating
Midchains	UAE	Crypto on-ramp / off-ramp (VARA)	Integrating
Ruya Bank	UAE	Banking partner and digital settlement	Integrating
LuLu Exchange	UAE	Exchange house and cash-in network	Integrating
IDE Exchange	UAE	Exchange house and cash-in network	In progress
GCC Exchange	UAE	Exchange house and cash-in network	In progress
FINTX	UAE	Exchange house and cash-in network	In progress

FIG. 2 Institutional agreements underpin custody, on and off ramp, settlement and cash-in across the launch corridors, spanning Europe, Morocco, Egypt and the UAE.

04 Commercial Model in Plain Terms

Remi monetizes the network itself, not consumer spreads. The model rests on four fees across two product families.

\$20-35K Network onboarding fee One-time, per participant	\$10-15K Annual membership fee Per participant, per year
\$0.10-\$1 Network transaction fee Per transaction routed	\$1-\$3 Remittance-as-a-Service fee Per transaction on the managed stack

Two fees are access-based and recurring, so the network earns predictable revenue from the moment a participant joins. The other two are usage-based, so revenue scales as corridors carry volume. Remitty, the first participant, runs on the managed Remittance-as-a-Service stack.

FAMILY 1 Remi Network Access and usage of the settlement network: the one-time onboarding fee, the recurring annual membership fee and the per-transaction network fee on routed flow.	FAMILY 2 Remittance-as-a-Service A managed remittance stack delivered on top of the network: corridor execution and payout, carrying a per-transaction RaaS fee above the network fee.
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4.1 First exchange-house launch arrangement

During activation, the first exchange-house path carries specific terms. On Remitty-originated flow routed through the exchange house, the exchange house charges Remi \$0.30 per transaction in the first 6 months and \$0.50 thereafter. On exchange-house-originated flow, the infrastructure fee to Remi is waived for the first 6 months and \$0.10 per transaction thereafter.

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.



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

Gross margin room, first 6 months

3.67 AED

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.



6.1 Launch timing in the current model

STREAM	GO-LIVE
Remi: UAE to Egypt	Aug 2026
Remi: EU to Morocco	Dec 2026
Payroll	Feb 2027
B2B cross-border payouts	Feb 2027
Freelancer payouts	May 2027

6.2 Current financial output

\$1.25M Year 1 revenue Net income: ~\$(39K)	\$17.62M Year 2 revenue Net income: ~\$9.87M
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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 May 2027 and net income turns positive in May 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

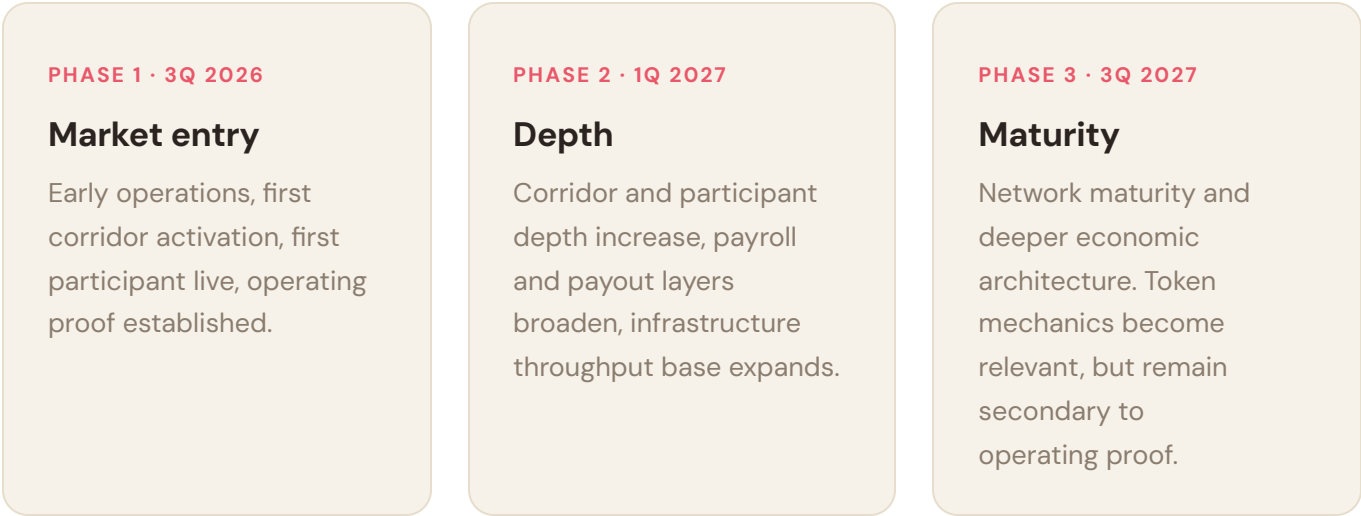
Sender acquisition, trust, repeat behavior and retention. The flow that proves the corridor.

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.



8.1 Corridor sequence

Year 1



Year 2



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

Same receive markets as Phase 3, with send markets expanded to include the United Kingdom and Turkey.

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

The questions investors press hardest on, each answered against what is already built rather than what is planned. Traction is the answer to a high-risk profile, so each risk below is read against the operating base in place today.

WHAT ALREADY DE-RISKS THE LAUNCH

- ◆ Initial 2 entities are operational: UAE since December 2025, Egypt since February 2026, Morocco expected in July 2026 and Canada August 2026.
- ◆ The Egypt last-mile bank is integrated end to end with a live API demo; the LOI was executed in February 2026, the definitive agreement is expected at the end of June 2026.
- ◆ The first exchange house is on agreed commercial terms and in onboarding, and already moves roughly USD 65 million a month across about 66,000 monthly transactions on the corridor being redirected.
- ◆ A USD 7.5 million month-one liquidity tranche is secured and deployed on demand, four additional UAE exchange houses being onboarding and a signed Chari LOI opens Morocco pay-outs.
- ◆ USD ~150,000 (15% of round) is closed on the round, and ISO 27001, SOC 2 and GDPR certification is completed.

What happens if a regulator restricts stablecoin settlement?

Settlement leans on regulated digital-asset rails, so a restrictive ruling in a launch market could disrupt a corridor.

MITIGANT

Stablecoins are an optimization layer, not a core dependency, and there is no stablecoin settlement in Egypt at launch. Three responses are already mapped: where regulated, Remi is a settlement rail using licensed stablecoin LPs; where restricted to financial institutions, it operates through licensed banks; where restricted entirely, it runs on bank liquidity pools, prefunded accounts and IPN payout rails. Fiat payout already moves through the integrated EG Bank connection, and corridor-by-corridor activation means no single jurisdiction gates the network.

Is the corridor volume actually committed?

Launch economics depend on flow that is not contractually guaranteed up front.

MITIGANT

The headline figure is existing flow being redirected, a projected ramp rather than newly created or contractually locked demand. The first exchange house already processes roughly USD 65 million a month across about 66,000 monthly transactions on this corridor, so the volume exists today and the task is migration, not creation. The month-one tranche is secured and deployed on demand rather than held idle, with daily T-1 routing of roughly USD 250,000 to 350,000 ramping toward USD 65 million a month by month four to six.

What is the take rate, and is there room to hold it?

Against the strongest digital benchmark, retail price leadership is tight.

MITIGANT

Remi monetizes the network through the four-fee model, not hidden FX spread. At launch the observed benchmark leaves roughly USD 0.80 of FX headroom and up to four to five dollars per transaction of fee headroom versus competition, so price leadership does not depend on running at the limit. Retail pricing stays disciplined while margin depth comes from network and Remittance-as-a-Service fees as corridors mature.

How concentrated is the launch on one partner and one corridor?

The first corridor and the first exchange house weigh heavily on the early proof point.

MITIGANT

The institutional partner set already spans Europe, Morocco, Egypt and the UAE across banking, on and off ramp, settlement and cash-in. Four additional UAE exchange houses are in onboarding, and a signed Chari LOI opens Morocco pay-outs. Concentration falls as each additional corridor and participant activates.

Is this a remittance app or infrastructure?

Remi can be misread as a consumer remittance app because Remitty is its most visible surface.

MITIGANT

Remi is borderless settlement infrastructure; Remitty is one consumer participant that plugs in, and the same rails already carry exchange-house and bank flows. By Year 2 the Remi Network line dominates the revenue mix rather than Remitty.

Where does the token fit?

Token mechanics can be mistaken for the core thesis.

MITIGANT

Token mechanics sit later in the roadmap and remain secondary to operating proof, and the token launches only in regulated markets such as the UAE, never gating the core business. The launch thesis is corridor activation and network monetization, neither of which depends on the token.

What if launch slips by six to twelve months?

Banking, compliance and regulatory timelines can move, and a slip would push the revenue ramp.

MITIGANT

Because Remi launches under partner licenses rather than waiting on its own, delay risk is materially reduced given the integration stage, the executed agreements and the onboarding already under way. A six-month slip mainly slows corridor expansion and the revenue ramp; a twelve-month slip would prioritize the shortest-time-to-market corridors. Neither invalidates the model, and the USD 1 million round is sized for eighteen to twenty-four months of runway.

How does liquidity scale without a working-capital wall?

Prefunded liquidity has to grow as volume grows, which could strain capital.

MITIGANT

Liquidity is deployed on demand per transaction rather than locked up idle, and exchange-house LPs carry zero cost of capital under tri-party terms while Remi keeps the float. Capacity grows by adding exchange houses, already in motion with four additional UAE exchange houses onboarding, and by raising direct debt finance once regulated, rather than by funding the pool off the balance sheet.

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