



remi

Commercial Model Memo





1. Executive Summary

Remi is being launched as a cross-border money movement infrastructure layer for regulated participants. The initial commercial strategy is built around a focused and operationally realistic wedge: activate the first corridors through partner-led execution, prove corridor economics and then expand into additional regulated use cases and corridors.

At launch, Remi monetizes in **two distinct ways**:

1. **Infrastructure fee on exchange-house-originated flows** using the Remi network.
2. **Consumer economics on Remi-originated flows** through Remitty, where the first exchange house acts as the execution partner and charges Remi a per-transaction cost.

This creates a deliberately staged early commercial model:

- In the first six months, Remi waives its infrastructure fee for the first exchange-house-originated flow to accelerate corridor activation and reduce integration friction.
- In parallel, Remi absorbs a defined transaction cost on Remitty-originated flows as the price of acquiring early retail volume, validating settlement mechanics and building corridor density.

Over time, the model evolves from activation economics to infrastructure monetization. This shift is central to the investment case. Remitty is not the company thesis. It is the first participant that helps prove the thesis.





2. Commercial Architecture

2.1 Two commercial flows at launch

Flow A: Remi-originated flow

This is the flow generated through the first network participant, Remitty.

Commercial treatment:

- The first exchange house charges Remi:
 - **USD 0.30 per transaction for the first 6 months**
 - **USD 0.50 per transaction thereafter**

Interpretation:

- This is a **cost of execution** for Remi on consumer-originated corridor activity.
- It should be treated as a direct per-transaction operating cost within the Remitty flow economics.
- This structure allows Remi to activate a retail wedge without needing to own regulated last-mile distribution from day one.

Flow B: Exchange-house-originated flow

This is the flow where the first exchange house uses the Remi infrastructure for corridor activity.

Commercial treatment:

- Remi charges the first exchange house:
 - **Waived for the first 6 months**
 - **USD 0.10 per transaction thereafter**

Interpretation:

- This is the earliest form of **pure Remi infrastructure revenue**.
- It establishes the monetization logic for the network without slowing adoption at launch.
- The six-month waiver functions as a commercial activation tool, not as a permanent pricing model.





3. What the Company Monetizes

3.1 Remi infrastructure revenue

At maturity, Remi is intended to monetize the network itself rather than rely on consumer-facing fee capture.

At launch, infrastructure monetization begins through:

- per-transaction infrastructure fee on exchange-house-originated flows
- settlement float economics on corridor liquidity
- future expansion into additional regulated participants and supported corridors

This is the core company-level revenue logic.

3.2 Remitty economics

Remitty is the first distribution wedge. It is designed to:

- validate corridor demand
- prove speed and reliability of settlement operations
- generate early consumer volume
- provide behavioral and operational data for later participant expansion

Remitty economics therefore need to be read as **participant economics**, not as the full company model.





4. Settlement Float and Liquidity Economics

4.1 Float ownership

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

This is strategically important for three reasons:

1. It creates a second economic layer beyond explicit per-transaction fees.
2. It improves the attractiveness of corridor liquidity accumulation over time.
3. It reinforces Remi's role as the coordinating settlement layer rather than only a routing interface.

For DD purposes, float income should be treated conservatively:

- it may be disclosed as a separate economic benefit or upside layer
- it should not be relied upon as the primary justification for the business model

4.2 Pre-funded liquidity commitment

The first exchange-house commercial arrangement includes a minimum daily pre-funded account commitment:

- **Months 1-3:** USD 250,000 per day
- **Months 4-6:** USD 500,000 per day
- **Month 7 onward:** USD 1,000,000 per day

This matters because it reduces one of the main operational frictions in cross-border corridors: inconsistent last-mile payout liquidity.

Commercially, this means Remi is not entering the launch corridor with a purely theoretical liquidity assumption. There is a defined liquidity ramp tied to operational execution.





5. Launch Commercial Logic

5.1 Why the first six months are intentionally soft on monetization

The launch model prioritizes **corridor activation over immediate infrastructure monetization**.

That is visible in two design choices:

- Remi waives the infrastructure fee on exchange-house-originated flows for the first six months.
- Remi accepts a defined transaction cost on Remitty-originated flows from the first exchange house.

This is rational for the launch phase because the real objective in the first six months is to prove:

- corridor reliability
- settlement speed
- operational compliance flow
- liquidity behavior
- user and partner demand elasticity

The purpose of the early phase is not to maximize margin on day one. It is to establish a working and scalable corridor with evidence that can support subsequent expansion.

5.2 Transition after month six

After month six, the commercial structure begins to normalize:

- infrastructure fee begins on exchange-house-originated flows
- per-transaction cost to Remi on Remitty-originated flows increases to the post-launch level
- liquidity commitments step up materially

This marks the transition from **activation mode** to **operating mode**.





6. Launch Corridor Sequence and Commercial Relevance

The launch narrative remains consistent with current company materials.

6.1 Initial corridors

The first corridor set is:

- **UAE > Egypt**
- **EU > Morocco**

The commercial model is initially anchored in the first exchange-house integration on the UAE > Egypt corridor, but the company narrative remains broader than a single participant or a single retail app.

6.2 Expansion sequence

The current corridor expansion logic is:

Year 1

- UAE > Egypt
- EU > Morocco

Year 2

- Egypt > UAE
- EU > Egypt





Phase 3 corridor depth

From send markets:

- UAE
- Saudi Arabia
- Kuwait
- Qatar

To receive markets:

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

Phase 4 corridor scale

Same receive markets as Phase 3, with send markets expanded to include:

- European Union
- United Kingdom

This sequence matters because commercial assumptions should always be interpreted in corridor context. Launch economics are not meant to describe the steady-state economics of the entire network.





7. Commercial Assumptions Reflected in This Memo

This memo reflects the current model structure while applying the latest commercial assumptions for the first exchange-house launch.

7.1 Remi-originated consumer flow

Commercial treatment in this memo:

- **USD 0.30 per transaction cost for the first 6 months**
- **USD 0.50 per transaction thereafter**

The first exchange-house flow is presented on a direct per-transaction cost basis.

7.2 Exchange-house-originated infrastructure flow

Commercial treatment in this memo:

- **waived for the first 6 months**
- **USD 0.10 per transaction thereafter**

7.3 Float treatment

Commercial treatment in this memo:

- **all interest on corridor settlement liquidity belongs to Remi**

7.4 Liquidity commitment

The daily commitment schedule follows the first exchange-house commercial arrangement.





8. Unit Economics Framework

8.1 Remi network economics

In launch phase, the cleanest way to understand Remi network economics is:

Network revenue

minus

corridor activation costs

plus

float economics

= launch-stage infrastructure contribution

In early months, this contribution is intentionally constrained by the launch waiver.

After launch normalization, the infrastructure layer starts to show its intended characteristics:

- low incremental cost per transaction
- clear monetization per flow
- scalable economics once a corridor is active





8.2 Remitty economics

The first network participant should be analyzed on a simpler contribution basis:

User revenue

minus

exchange-house transaction cost

minus

acquisition cost and retention cost

= Remitty contribution

For DD, this helps separate:

- the economics of the first participant
- from the economics of the infrastructure business itself

That distinction is important. A temporary compression in Remitty economics does not invalidate the infrastructure thesis if the corridor is being successfully activated.

9. Why This Commercial Structure Is Rational

9.1 It reduces launch friction

Waiving the infrastructure fee in the first six months lowers the commercial barrier for the first exchange-house integration.

9.2 It buys proof, not just volume

Paying a defined execution cost on Remitty-originated flows allows Remi to generate live corridor data and operational proof without waiting for a full institutional revenue stack.





9.3 It creates a path from wedge to platform

The launch structure is not optimized for maximum immediate extraction. It is optimized for a transition:

- from one participant
- to multiple participants
- from one corridor
- to a repeatable network model

9.4 It aligns with how infrastructure businesses mature

Many infrastructure businesses begin with a narrowly defined entry wedge, prove operational necessity and only later deepen monetization once embedded. Remi follows that pattern.

10. Risks and DD Considerations

10.1 Launch fee waiver risk

A six-month waiver delays pure infrastructure monetization on the first exchange-house-originated flow.

Mitigant:

- this is limited in duration
- it is matched with liquidity commitment and commercial activation value





10.2 Consumer-flow cost pressure

The increase from USD 0.30 to USD 0.50 per transaction raises the cost of Remitty-originated flows after month six.

Mitigant:

- Remitty is the first participant, not the sole company thesis
- the long-term value sits in the infrastructure layer and corridor control

10.3 Concentration risk in first corridor economics

Early economics depend heavily on the first corridor and first exchange-house relationship.

Mitigant:

- the company roadmap already anticipates additional corridors and broader participant expansion

10.4 Float treatment should remain conservative

Float belongs to Remi, but DD materials should avoid overstating its contribution until operational balances are proven in production.





11. What Investors Should Take Away

The launch commercial model is intentionally staged.

Investors should read it in three layers:

Layer 1: Activation

- waive part of infrastructure monetization
- absorb defined execution costs
- prove corridor mechanics

Layer 2: Normalization

- begin charging infrastructure fee
- step up liquidity scale
- improve corridor contribution

Layer 3: Replication

- repeat the corridor model across additional markets
- expand from one participant to many
- shift the center of gravity from a single app to the network itself

That is the core commercial story of Remi.





Appendix A. Core Launch Commercial Assumptions

First exchange-house, Remi-originated flow

- first 6 months: USD 0.30 per transaction cost to Remi
- thereafter: USD 0.50 per transaction cost to Remi

First exchange-house, exchange-house-originated flow using Remi infrastructure

- first 6 months: waived
- thereafter: USD 0.10 per transaction fee to Remi

Float

- all interest generated from corridor settlement liquidity accounts belongs to Remi

Daily pre-funded account commitment

- months 1-3: USD 250,000 per day
- months 4-6: USD 500,000 per day
- month 7 onward: USD 1,000,000 per day

