



# Channel Mix

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# Executive Summary

REMI operates a multi-channel distribution model designed to maximize corridor penetration, accelerate volume growth, and optimize capital efficiency across phased expansion.

The channel mix combines:

1. Direct-to-consumer retail remittance
2. B2C payout infrastructure (freelancers)
3. B2B rails (payroll and business payments)
4. Embedded infrastructure partnerships

Channels are deployed progressively in alignment with the financial model and roadmap phases:

- Phase 1 (0–12 months): UAE → Egypt; EU → Morocco, Retail Remittance
- Phase 2 (12–24 months): Add Egypt → UAE; EU → Morocco and EU → Egypt; launch Payroll and Freelancers
- Phase 3 (24–36 months): GCC + EU → South Asia & Africa corridor depth
- Phase 4 (36–48 months): GCC + EU + UK → Egypt, Morocco, India, Pakistan, Bangladesh, Nigeria, Kenya corridor scale

The objective is to transition from a corridor-specific remittance product to a scalable settlement layer powering both retail and enterprise flows.

# 1. Channel Architecture Overview

REMI's channel mix is structured across three revenue streams for the first 24 months:

## A. Retail – Remittance (Launch Day Zero)

- Corridor: UAE → Egypt; EU → Morocco (Year 1)
- Expansion Year 2: Egypt → UAE, EU → Egypt
- Target users: migrant workers and salary earners
- Revenue driver: per-transaction fee
- Settlement objective: <1-minute payout

## B. B2C – Freelancer Payouts (Starts Jan 2027)

- Cross-border payout for remote workers
- Digital disbursement to bank or wallet
- Revenue driver: payout processing fee
- Volume driven by platform integrations and employer partnerships

## C. B2B – Payroll & Business Payments

- Payroll (starts Oct 2026)
- B2B Payments (starts Jan 2027)
- Target clients: SMEs, staffing firms, cross-border employers
- Revenue driver: volume-based processing fee
- Capital efficiency via aggregated settlement

No card revenue is included in revenue streams for the first two years.

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## 2. Phase-Based Channel Expansion

### Phase 1: Genesis (0–12 Months)

Primary Channel:

- Retail Remittance

Corridor:

- Send: UAE and EU
- Receive: Egypt, Morocco

Objectives:

- Validate corridor economics
- Demonstrate confidential settlement layer
- Achieve early volume scale

KPIs (per financial model):

- 50,000–100,000 users
- \$50M–\$100M annualized volume
- Sub-1 minute settlement time

Strategic Rationale:

- High remittance dependency market
  - Large expatriate base
  - Strong regulatory environment in send market
  - Immediate product-market validation
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## Phase 2: Hashrate (12–24 Months)

### Active Channels:

- Retail Remittance (scaled)
- Payroll (B2B)
- Freelancer Payouts (B2C)
- B2B Payments

### Corridors:

- UAE → Egypt; EU → Morocco (scaled)
- Egypt → UAE
- EU → Egypt

### Objectives:

- Diversify revenue mix
- Increase ARPU via enterprise flows
- Reduce reliance on purely retail acquisition

### Strategic Rationale:

- Enterprise flows increase ticket size
  - Payroll introduces recurring volume
  - Freelancer payouts align with remote work growth
  - Corridor reciprocity increases liquidity efficiency
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## Phase 3: Corridor Depth (24–36 Months)

### Send Markets:

- UAE
- EU
- Saudi Arabia
- Kuwait
- Qatar

### Receive Markets:

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

### Channels Active:

- Retail
- B2C
- B2B

### Objective:

- Corridor density across GCC outbound markets
  - Multi-country payout standardization
  - Liquidity optimization across corridors
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## Phase 4: Corridor Scale (36–48 Months)

Send Markets:

- GCC (UAE, Saudi Arabia, Kuwait, Qatar)
- EU
- UK

Receive Markets:

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

Objective:

- Geographic diversification
  - Volume scaling through additional developed send markets
  - Institutional channel activation
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## **3. Distribution Vectors Within Each Channel**

### **3.1 Direct Mobile Distribution**

- Consumer mobile application
- KYC onboarding
- Digital wallet integration
- Instant settlement experience

Used primarily for Retail and Freelancer flows.

### **3.2 Embedded Enterprise Distribution**

- API-based integrations
- Payroll platforms
- SME accounting integrations
- Cross-border employer onboarding

Used for Payroll and B2B payments.

### **3.3 Partner Network Distribution**

- Regulated banks
- VASPs
- Licensed MTOs
- Local payout institutions

REMI operates as a technology layer leveraging partner licenses in early phases.

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## 4. Revenue Mix Evolution

Year 1:

- 100% Retail Remittance

Year 2:

- Retail (core volume base)
- Payroll (recurring B2B revenue)
- Freelancer payouts (high-growth digital segment)
- B2B payments (enterprise margin driver)

Long-term Objective:

- Balanced retail + enterprise revenue
  - Higher-margin B2B share
  - Increased liquidity efficiency through multi-directional flows
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## 5. Capital Efficiency Considerations

Channel mix is designed to:

- Reduce corridor imbalances
- Minimize prefunding requirements
- Increase netting opportunities
- Improve liquidity turnover

Enterprise flows (payroll and B2B) improve capital velocity versus purely retail one-directional remittance.

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## 6. KPI Framework by Channel

### Retail

- Active users
- Transactions per user
- Average transaction size
- CAC
- Settlement time
- Churn rate

### Freelancer Payouts

- Active payout accounts
- Average payout volume
- Platform partnerships
- Repeat payout frequency

### Payroll

- Number of contracted employers
- Employees per employer
- Recurring monthly volume
- Retention rate

### B2B Payments

- Contracted SMEs
  - Average invoice size
  - Monthly recurring settlement volume
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## 7. Strategic Positioning of the Channel Mix

REMI's channel mix is structured to:

1. Use retail remittance as an entry wedge
2. Layer enterprise flows for revenue stability
3. Transition toward protocol-level settlement infrastructure
4. Build corridor density before geographic expansion

The channel strategy aligns with the financial model assumptions and staged corridor expansion, ensuring controlled scaling rather than multi-market dilution.

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## 8. Key Risks and Mitigations

Risk: Overreliance on single corridor in early phase

Mitigation: Rapid expansion to reciprocal flows in Year 2

Risk: Retail acquisition cost volatility

Mitigation: Increase enterprise mix and embedded integrations

Risk: Liquidity imbalance across corridors

Mitigation: Multi-directional flow activation and partner-based settlement

Risk: Regulatory complexity across markets

Mitigation: Operate as a technology layer leveraging licensed partners in early phases

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## **Conclusion**

REMI's channel mix is intentionally phased and capital-aware.

Phase 1 validates corridor economics through retail remittance.

Phase 2 diversifies revenue through payroll and freelancer payouts.

Phases 3 and 4 scale corridor depth and geographic reach.

The model evolves from single-corridor retail distribution to a multi-market settlement infrastructure spanning retail and enterprise cross-border flows.